

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

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

Section I: Efforts to Reach Regulatory Goals

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

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

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

The NCUA exceeded the 12 percent benchmark for total onboard PWDs at the end of FY2021. The agency's percentage for 2021 was 16.6 percent. During early FY21, the NCUA had a campaign for individuals to update their self-identification, and the PWD numbers increased well above the benchmark. PWDs at each of the two NCUA grade level clusters at the end of FY21 were as follows: • 17.2 percent of the NCUA staff CU-10 and below reported a disability. • 16.5 percent of the NCUA staff CU-11 and above reported a disability. EEOC 501 regulations specify that employees not paid under the General Schedule can be compared to those under the General Schedule based on salary cutoffs at the Washington, DC Locality. When the CU pay scale was converted to the GS scale at each of the two clusters, the NCUA still exceeded the benchmark at each level (cutoff was GS-10 Step 10 base salary compared to CU base salary). • 15.3 percent of employees paid a total salary at the GS-10 and below level equivalent reported a disability. • 16.8 percent of employees paid a total salary at the GS-11 and above level equivalent reported a disability.

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

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

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

The NCUA exceeded the 2 percent benchmark for onboard PWTDs at the end of FY2021. This figure was 4.5 percent (an increase from 2.9 percent in FY2020). PWTDs at each of the two grade level clusters at the end of FY20 were as follows: • 6.0 percent of the NCUA staff CU-10 and below reported a targeted disability. • 4.3 percent of the NCUA staff CU-11 and above reported a targeted disability. EEOC 501 regulations specify that employees not paid under the General Schedule can be compared to those under the General Schedule based on salary cutoffs at the Washington, DC Locality. When the CU pay scale was converted to the GS scale at each of the two clusters, the NCUA was also above the benchmark at each level (cutoff was GS10 Step 10 base salary compared to CU base salary). The NCUA has a different grade structure and the CU-11/12 is our most important split. • 5.0 percent of employees paid a base salary at the GS-10 and below level equivalent reported a targeted disability. • 4.4 percent of employees paid a base salary at the GS-11 and above level equivalent reported a targeted disability.

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

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

In early FY21, the NCUA resurveyed the workforce to update employees’ disability status. The NCUA OMWI distributes a quarterly workforce dashboard to all NCUA staff, and the dashboards are sent directly to the NCUA leadership under memo and posted in the agency’s intranet. The dashboards clearly indicate the PWD/PWTD benchmarks against current NCUA workforce numbers.

Section II: Model Disability Program

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

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

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

Answer Yes

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

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	0	0	6	Lisa Bazemore, Lead HR Specialist Office of Human Resources
Answering questions from the public about hiring authorities that take disability into account	0	0	6	Lisa Bazemore, Lead HR Specialist Office of Human Resources
Section 508 Compliance	0	0	1	Nickol Davenport, Website Admin/Section 508 Coordinator edavenport@ncua.gov
Architectural Barriers Act Compliance	0	0	1	Alejandro Holguin aholguin@ncua.gov
Special Emphasis Program for PWD and PWTD	0	0	1	Gladymar Rivera-Virella GVirella@ncua.gov

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing reasonable accommodation requests from applicants and employees	0	0	2	Vanessa Jackson, HR Specialist Office of Human Resources

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

Answer Yes

OMWI and OHR staff attend yearly disability workshops at the Federal Dispute Resolution Conference and/or EEOC’s Examining Conflicts in Employment Laws (EXCEL) training conference. Additionally, human resources staff are provided on the job training regarding the sourcing, use and processing of various hiring appointing authorities, and their associated required documentation. New specialists are trained by senior specialists on the agency disability program and responsibilities.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Answer Yes

Section III: Program Deficiencies In The Disability Program

Section IV: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

The NCUA participates in a number of activities to enhance outreach to individuals with disabilities. These efforts include: - Maintaining a “talent bank” of Schedule A applicants who apply for agency positions. - Participating in targeted outreach events sponsored by Career Expo for People with Disabilities & Wounded Warrior, National Association for the Deaf, and Careers & the Disabled magazine. - Expanding the NCUA’s outreach through LinkedIn Recruiter and the USAJOBS Resume Mining tool to reach diverse applicants, including those with disabilities. - Offering the Workforce Recruitment Program Services as an additional resource for managers to source potential applicants to fill vacant positions, in addition to the regular competitive recruitment process. - Distributing NCUA vacancy announcements to a newly established E-Mail distribution list of potential applicants that have expressed interest in NCUA opportunities during recruitment and outreach events. - Posting a full-page ad in DiversAbility magazine sponsored by DiversityComm. – Leveraging the services of a vendor that distributes NCUA job postings to diverse populations, including PWD and PWTD.

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

The agency uses all available and appropriate hiring authorities to employ persons with disabilities. The NCUA's recruitment and outreach efforts included the following: - Using LinkedIn. This tool allows the NCUA to expand outreach efforts to a more diverse pool of applicants, to include targeting and connecting with various disabled veterans' groups and communities in LinkedIn. - Distributing NCUA vacancy announcements to over 570 diverse organizations, colleges, and universities through the digital tool, Handshake. This outreach effort includes veterans' organizations and organizations focused on hiring individuals with disabilities. - Posting All NCUA vacancy announcements on targeted websites to ensure maximum distribution to a diverse audience, which includes individuals with disabilities. - Maintaining a talent bank of Schedule A applicants, which includes disabled veterans who apply for positions with the agency. - Using the USAJobs Resume Mining database to search for highly qualified individuals with disabilities and/or veterans with a disability rating of 30% or more. - Distributing NCUA vacancy announcements to a newly established E-Mail distribution list of potential applicants that have expressed interest in NCUA opportunities during recruitment and outreach events. - Leveraging social media channels established by the NCUA's Office of External Affairs and Communications to announce the NCUA's participation at diverse recruitment outreach events.

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

The Disability Recruitment Program Manager uses a searchable Schedule A candidate database to assist hiring managers. Human Resources hiring specialists discuss the process and review the Schedule A database with managers for every recruitment, and managers are encouraged to consider all available candidates prior to posting the vacancy. Additionally, once vacancy announcements are posted, each specialist is responsible for confirming the eligibility of qualified Schedule A candidates prior to issuing certificates to the hiring managers. Schedule A candidates may apply to agency postings through a vacancy announcement. Candidates who apply to a vacancy announcement are reviewed to determine their qualifications and eligibility. Thereafter, qualified candidates are forwarded to the hiring official on a referral list for consideration. Once the candidate's application and supporting documentation are received, the coordinator will conduct a qualifications analysis of all materials submitted. After a careful review, candidates are notified of their status (qualified/not qualified). Qualified candidates are added to the agency's Schedule A database. Each HR Specialist is required to review the database prior to posting the vacancy announcement and refer qualified candidates to the hiring official (at the hiring official's request).

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

Answer Yes

The agency has a supervisory orientation program, recently updated supervisory training, and a resource center for employees who are newly appointed into supervisory positions. The resource center tools provide an overview of training requirements as well as immediate access to external training, webinars, and job aids. The Schedule A job aid tools cover the hiring authority details and answer several commonly asked questions. In addition to the supervisory training and resource center tools, each HR specialist is responsible for educating managers on the Schedule A hiring authority and process during the recruitment/hiring process.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

The Office of Human Resources distributes all vacancy announcements to over 550 diverse organizations. This includes organizations focused on hiring individuals with disabilities. The agency also shares vacancy announcements with universities, such as Gallaudet University and University of Rochester, which are focused on attracting and supporting students with disabilities.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

- Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among

the new hires in the permanent workforce? If “yes”, please describe the triggers below.

- a. New Hires for Permanent Workforce (PWD) Answer No
- b. New Hires for Permanent Workforce (PWTD) Answer No

Table B8 indicates the agency hired 18 PWD (including 6 PWTD) out of a total of 84 total new hires. This represents 17.9 percent PWD new hires and 7.2 percent for PWTD. These numbers are both increases from previous years.

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

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

None of the new hires (n=30) for our largest mission critical occupation (series 0580) were self-identified as PWD or PWTD. Total - Qualified: 1,687 - Referred: 567 - Selected: 30 PWD - Qualified: 72 - Referred: 18 - Selected: 0 PWTD - Qualified: 29 - Referred: 8 - Selected: 0 This suggests a trigger for both PWD and PWTD among new hires in the permanent mission critical workforce.

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

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.
- a. Qualified Applicants for MCO (PWD) Answer Yes
 - b. Qualified Applicants for MCO (PWTD) Answer No

One internal promotion self identified as PWD. There were no MCO internal promotions that self-identified as PWTD (n=62). PWD - Relevant Pool: 11.8% - Applied: 164 (8.1%) - Qualified: 28 (5.7%) - Selected: 1 (1.6%) PWTD - Relevant Pool: 3% - Applied: 89 (4.4%) - Qualified: 16 (3.3%) None selected because none self-identified as PWTD.

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

b. Promotions for MCO (PWTD)

Answer Yes

None of the internal promotions (n=4) for mission critical occupations (series 0580) were self-identified as PWD or PWTD. PWD - Relevant Pool: 5.7% - Applied: 0 (0.0%) - Qualified: 0 (0.0%) - Referred: 0 (0.0%) - Selected: 0 PWTD - Relevant Pool: 3.3% - Applied: 0 (0.0%) - Qualified: 0 (0.0%) - Referred: 0 (0.0%) - Selected: 0

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

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

A. ADVANCEMENT PROGRAM PLAN

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

The NCUA’s primary occupation is the Credit Union Examiner (CUE). Entry-level CUE positions are advertised and recruited as a career ladder position with promotion opportunity to a target level of CU-12. CUEs are provided extensive training to develop and reach the full performance level. Note: All CUE announcements are open to Schedule A candidates.

B. CAREER DEVELOPMENT OPPORTUNITES

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

The agency launched a Leadership Development Strategy that outlines the agency’s leadership strategy and vision , which includes four pillars, the competencies needed throughout the employee’s leadership journey. Leadership developmental training opportunities are offered through the OHR's Division of Training and Development. The programs are designed to provide competency-based leadership training. These programs include: • Aspiring Leader Program: a program offered by the Graduate School's Center for Leadership and Management. • Executive Leadership Program: a 9-month program offered to non-supervisors. Participants complete a variety of activities including a developmental detail, formal training sessions, etc. • Management Development Program: an 18-month developmental program for non-supervisors. Candidates gain experience in defining project scopes, delegating work, developing others, etc. • Excellence in Government Fellows: a 12-month program for supervisors/managers. Candidates are able to enhance their skills through a combination of coursework, action-learning projects, executive coaching, and government-wide networking. Fellows remain in their full-time jobs, meet every six weeks, and spend a total of 24 days in session. • NCUA Executive Training Program: an 18-month program for senior level supervisors. This program prepares employees to transition from supervisory or managerial positions into senior leadership positions within the agency. • Executive Coaching Program: a 12-month program for the NCUA’s executive staff. The program is designed to help managers become more highly effective leaders, reinforce leadership competencies, enhance performance, etc. In addition, the agency offers a series of training opportunities through its internal training catalog, external training organizations, agency shadowing assignments, and opportunities to participate in short-term detail assignments. The agency also provides career development opportunities through its agency-wide mentorship program. NOTE: These programs are not presented in Tables A/B12 & 20 because they are available for grade ranges and do not align with those tables. Also, some leadership development programs such as the Management Development Program are two-year programs and applications were processed in FY21 so those are not reported here even though participants remain in those programs through FY22.

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

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs						

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Fellowship Programs						
Training Programs						
Detail Programs						
Coaching Programs	60	60	10	10	1	1
Other Career Development Programs	15	15	2	2	1	1
Mentoring Programs	26	26	8	8	0	0

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

a. Applicants (PWD) Answer No

b. Selections (PWD) Answer No

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

a. Applicants (PWTD) Answer No

b. Selections (PWTD) Answer No

There was one PWTD applicant and selection to the Leadership Development Programs. Coaching is offered for senior staff and supervisors.

C. AWARDS

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

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

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

Table B13 shows there were no time-off awards given in FY2021. The majority of cash awards given fell in the \$500 or less category (1,380). For that award size, 255 (18.5%) of the awards were received by a PWD employee, while 65 (4.7%) of those awards were received by a PWTD employee. The next highest number of awards was the \$501-\$999 category (238) with 36 (15.1%) awards going to a PWD and 11 (4.6%) going to a PWTD. For awards \$999 and lower, both PWD and PWTD exceeded workforce composition, with the exception of awards for PWDs in the \$500 - \$999 category. For \$1,000 and above awards (180), 27 (15%) were received by a PWD and 7 (3.9%) were received by a PWTD. As such, during FY 2021, there are triggers for PWDs in the \$501 - \$999 category and for both groups for the \$1,000 and above category.

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	0	0.00	0.00	0.00	0.00

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 1 - 10 Hours: Average Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 Hours: Average Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 Hours: Average Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 Hours: Average Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Average Hours	0	0.00	0.00	0.00	0.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$501 - \$999: Awards Given	238	19.15	21.57	21.57	18.25
Cash Awards: \$501 - \$999: Total Amount	173073	13896.28	15694.10	15294.12	13375.91
Cash Awards: \$501 - \$999: Average Amount	727.2	386.01	82.60	1390.37	12.12
Cash Awards: \$1000 - \$1999: Awards Given	180	14.36	16.69	13.73	14.60
Cash Awards: \$1000 - \$1999: Total Amount	226000	17127.66	21259.93	18137.25	16751.82
Cash Awards: \$1000 - \$1999: Average Amount	1255.56	634.36	144.63	2591.04	-94.04
Cash Awards: \$2000 - \$2999: Awards Given	18	1.06	1.82	1.96	0.73
Cash Awards: \$2000 - \$2999: Total Amount	40000	2393.62	4029.51	4901.96	1459.85
Cash Awards: \$2000 - \$2999: Average Amount	2222.22	1196.81	251.84	4901.96	-182.48
Cash Awards: \$3000 - \$3999: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Awards Given	0	0.00	0.00	0.00	0.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$4000 - \$4999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Average Amount	0	0.00	0.00	0.00	0.00

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

- a. Pay Increases (PWD) Answer No
- b. Pay Increases (PWTD) Answer No

The Quality Step Increase section of Table B13 does not apply to NCUA because the agency is on a merit-pay system – it is not an award similar to a QSI, since the vast majority of employees receive a merit raise yearly. The NCUA has not conducted an analysis of potential differentials in merit pay increases for PWD / PWTD employees as compared to others in the same occupations or grades.

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	0	0.00	0.00	0.00	0.00

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

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

D. PROMOTIONS

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

- a. SES
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer Yes
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer Yes

c. Grade GS-14

i. Qualified Internal Applicants (PWD) Answer Yes

ii. Internal Selections (PWD) Answer Yes

d. Grade GS-13

i. Qualified Internal Applicants (PWD) Answer Yes

ii. Internal Selections (PWD) Answer Yes

(Table B11, relevant applicant pool = CU grade below) • SES (SSP): 5 vacancies; 271 applied; 25 qualified; 20 referred; 5 hired. • PWD relevant applicant pool: 11.68 • 34 applied (12.6%) • 0 qualified • 0 selected • CU15: 6 vacancies; 148 applied; 44 qualified; 38 referred; 5 hired • PWD relevant applicant pool: 9.89 • 8 applied (5.4%) • 1 qualified (2.3%) • 1 referred (2.6%) • 0 selected • CU14: 22 vacancies; 708 applied; 173 qualified; 149 referred; 15 hired o PWD relevant applicant pool: 10.14 o 62 applied (8.8%) o 14 qualified (8 %) o 13 referred (8.7%) o 0 selected • CU13: 26 vacancies; 1,178 applied; 331 qualified; 271 referred; 34 hired o PWD relevant applicant pool: 14.63 o 95 applied (8.06%) o 14 qualified (4.23%) o 14 referred (5.17%) o 0 hired

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

a. SES

i. Qualified Internal Applicants (PWTB) Answer Yes

ii. Internal Selections (PWTB) Answer Yes

b. Grade GS-15

i. Qualified Internal Applicants (PWTB) Answer Yes

ii. Internal Selections (PWTB) Answer Yes

c. Grade GS-14

i. Qualified Internal Applicants (PWTB) Answer No

ii. Internal Selections (PWTB) Answer Yes

d. Grade GS-13

i. Qualified Internal Applicants (PWTB) Answer Yes

ii. Internal Selections (PWTB) Answer Yes

((Table B11, relevant applicant pool = CU grade below) • SES (SSP): 5 vacancies; 271 applied; 25 qualified; 20 referred; 5 hired. • PWTB relevant applicant pool: 0.73 • 19 applied (7.0%) • 0 qualified • 0 hired • CU15: 6 vacancies; 148 applied; 44 qualified; 38 referred; 5 hired • PWTB relevant applicant pool: 1.83 • 3 applied (2.0%) • 0 qualified • CU14: 22 vacancies; 708 applied; 173 qualified; 149 referred; 15 hired • PWD relevant applicant pool: 2.7 • 25 applied (3.5%) • 7 qualified (4.1%) • 6 referred (4.0%) • 0 hired • CU13: 26 vacancies; 1,178 applied; 331 qualified; 271 referred; 34 hired • PWTB relevant applicant pool: 3.83 • 49 applied (4.2%) • 5 qualified (1.5%) • 5 referred (1.9%) • 0 hired

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

trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

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

Qualified applicant pool (QAP) (Table B15) SES (SSP): 358 applied, 65 qualified, 28 referred, 0 new hires PWD 24 Applied (6.7%) 2 Qualified (3.1%) 2 Referred (7.1%) 0 Selected CU-15: 220 applied, 64 qualified, 35 referred, 0 new hires PWD 13 Applied (5.9%) 4 Qualified (6.3%) 4 Referred (11.4%) 0 Selected CU-14: 784 applied, 482 qualified, 76 referred, 3 new hires PWD 37 Applied (4.7%) 23 Qualified (4.8%) 0 Referred 0 Selected CU-13: 1,555 applied, 826 qualified, 62 referred, 1 new hires PWD 69 Applied (4.4%) 34 Qualified (4.1%) 4 Referred (6.5%) 0 Selected

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

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

Qualified applicant pool (QAP) (Table B15) SES (SSP): 358 applied, 65 qualified, 28 referred, 0 new hires PWTD 11 Applied (3.0%) 0 Qualified 0 Referred 0 Selected CU-15: 220 applied, 64 qualified, 35 referred, 0 new hires PWTD 7 Applied (3.2%) 1 Qualified (1.6%) 1 Referred (2.9%) 0 Selected CU-14: 784 applied, 482 qualified, 76 referred, 3 new hires PWTD 16 Applied (2.0%) 8 Qualified (1.7%) 0 Referred 0 Selected CU-13: 1,555 applied, 826 qualified, 62 referred, 1 new hires PWTD 29 Applied (1.9%) 12 Qualified (1.5%) 2 Referred (3.2%) 0 Selected

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

- a. Executives
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer Yes
- b. Managers
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A
- c. Supervisors
 - i. Qualified Internal Applicants (PWD) Answer No
 - ii. Internal Selections (PWD) Answer Yes

The NCUA does not identify a separate “manager” category. Executives (senior staff) are also managers, so we choose to use that category. Supervisors here are those that are not senior staff (SSP). Executive (SSP) Total: 271 applied, 25 qualified, 20 referred, 5 selected PWD Applied: 34 (12.6%) PWD qualified: 0 PWD selected: 0 Supervisor Total: 281 applied, 108 qualified, 96 referred, 13 selected PWD Applied: 18 (6.4%) PWD qualified: 6 (5.6%) PWD referred: 6 (6.3%) PWD selected: 0

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

a. Executives

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

b. Managers

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

c. Supervisors

- i. Qualified Internal Applicants (PWTD) Answer Yes
- ii. Internal Selections (PWTD) Answer Yes

The NCUA does not identify a separate “manager” category. Executives (senior staff) are also managers, so we choose to use that category. Supervisors here are those that are not senior staff (SSP). Executive (SSP) Total: 271 applied, 25 qualified, 20 referred, 5 selected PWD Applied: 19 (7.0%) PWD qualified: 0 PWD selected: 0 Supervisor Total: 281 applied, 108 qualified, 96 referred, 13 selected PWD Applied: 11 (3.9%) PWD qualified: 5 (4.6%) PWD referred: 5 (5.2%) PWD selected: 0

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

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

The NCUA does not identify a separate “manager” category. Executives (senior staff) are also managers, so we choose to use that category. Supervisors here are those that are not senior staff (SSP). Executive (SSP) Total: 271 applied, 25 qualified, 20 referred, 5 selected PWD Applied: 34 (12.6%) PWD qualified: 0 PWD selected: 0 Supervisor Total: 281 applied, 108 qualified, 96 referred, 13 selected PWD Applied: 18 (6.4%) PWD qualified: 6 (5.6%) PWD referred: 6 (6.3%) PWD selected: 0

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

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

The NCUA does not identify a separate “manager” category. Executives (senior staff) are also managers, so we choose to use that category. Supervisors here are those that are not senior staff (SSP). Executive (SSP) Total: 271 applied, 25 qualified, 20 referred, 5 selected PWTB Applied: 19 (7.0%) PWTB qualified: 0 PWTB selected: 0 Supervisor Total: 281 applied, 108 qualified, 96 referred, 13 selected PWTB Applied: 11 (3.91) PWTB qualified: 5 (4.63) PWTB referred: 5 (5.21) PWTB selected: 0

Section VI: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

Answer N/A

NCUA did not have any eligible Schedule A staff for conversion in 2021

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

a. Voluntary Separations (PWD) Answer No

b. Involuntary Separations (PWD) Answer Yes

In FY2021, there were 84 total separations: 7 were PWD and none were PWTB. PWD Inclusion Rate: 16.6 PWD Overall Separation Rate: 8.3 PWD Resignation: 7.41 PWD Retirement: 7.89 PWD Other: 33.3 (one PWD out of a total of 3 removals for the year)

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	3	0.52	0.21
Permanent Workforce: Resignation	18	1.04	1.66
Permanent Workforce: Retirement	37	1.56	3.52
Permanent Workforce: Other Separations	15	0.52	1.45
Permanent Workforce: Total Separations	73	3.65	6.84

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

a. Voluntary Separations (PWTB) Answer No

b. Involuntary Separations (PWTB) Answer No

In FY2021, there were 84 total separations: 7 were PWD and none were PWTB. PWTB Inclusion Rate: 3.0 PWTB Overall Separation Rate: 0 PWTB Resignation: 0

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	3	0.00	0.27
Permanent Workforce: Resignation	18	0.00	1.63
Permanent Workforce: Retirement	37	0.00	3.35
Permanent Workforce: Other Separations	15	0.00	1.36
Permanent Workforce: Total Separations	73	0.00	6.60

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

OHR reviewed exit survey data with OMWI and found no comments suggesting that disability was the reason for separation. NCUA does not have a higher separation rate for PWD than non-PWD.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

The internet address on the NCUA's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint is <https://www.ncua.gov/accessibility-statement> (Note: The NCUA's reasonable accommodation policy includes Section 508 for accommodation purposes, including filing a complaint, but the policy does not go into details regarding the Section 508 statute.)

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

The NCUA amended the Accessibility Statement contained at its public website at <https://www.ncua.gov/accessibility-statement> to include notice of employees' and applicants' rights under the Architectural Barriers Act, and included a description of how to file a complaint.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

The Section 508 Policy was approved and distributed December of 2017. The Office of the Chief Information Officer created a Section 508 Resource Center on our internal NCUA Central site. This offers training resources for staff and contractors, as well as other resources for meeting and learning about accessibility. There is also a dashboard available within NCUA's intranet that allows staff to view the progress of improving accessibility for the most highly visited sites and applications. The Office of External Affairs and Communications has identified, and continues to actively identify, areas that need remediation and/or updating. New NCUA content has to be accessible before it is posted on the public-facing websites. The Office of External Affairs and Communications works with content owners and creators to remediate deficiencies. Accessibility language has been updated in the Communications Manual.

C. REASONABLE ACCOMMODATION PROGRAM

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

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

10-20 business days.

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

The NCUA’s program includes timely processing of requests; providing timely approvals of accommodation requests; conducting training for managers and supervisors; consulting with managers, supervisors, and employees on the process and the laws governing reasonable accommodations; and being proactive regarding the needs of persons with disabilities. In FY 2021, the RA program was moved to OHR to keep the RA process and determinations separate from the EEO processes.

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

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

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

On July 10, 2020, the EEOC’s Agency Oversight Division within the Office of Federal Operations provided the OMWI office feedback and guidance based on their (EEOC’s) review of the updated draft reasonable accommodation instruction that was finalized and made available to both agency personnel and the public during the first quarter of 2021. Guidance on PAS services is incorporated into the updated instruction. To this date, there have been no requests for PAS services.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

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

Answer N/A

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

Answer N/A

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

N/A There was only one complaint involving harassment due to disability and there has been no finding of discrimination.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

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

Answer No

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

Answer No

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

The agency had no findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year.

Section VIII: Identification and Removal of Barriers

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

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

Answer No

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

Answer N/A

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

Source of the Trigger:	Workforce Data (if so identify the table)				
Specific Workforce Data Table:	Workforce Data Table - B1				
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	There are triggers for individuals with disabilities and individuals with targeted disabilities in the areas of new hires, promotions, separations, and awards.				
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> People with Disabilities				
Barrier Analysis Process Completed?:	N				
Barrier(s) Identified?:	N				
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name		Description of Policy, Procedure, or Practice		
	PE Exam Process		Not yet identified, although an initial Principal Examiner (PE) Exam barrier analysis has identified potential barriers for RNO and gender and disability. Since CU examiners are 2/3 of the NCUA workforce, any triggers or barriers that affect that occupational series make a large impact on retention, and on other factors that influence retention such as promotions, awards, and ultimate separation.		
Objective(s) and Dates for EEO Plan					
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
10/01/2019	10/31/2022	Yes			Review policies, practices, and procedures that may be creating a barrier for the employment and career advancement of individuals with disabilities and targeted disabilities. The initial barrier analysis conducted by OPM identified 12 perceived barriers and the NCUA Office of Human Resources is implementing its plan of action to address these barriers and eliminate or mitigate their impact on CU examiners' career progression.
Responsible Official(s)					
Title		Name		Standards Address The Plan?	
OMWI Director		Miguel Polanco		Yes	
OHR Director		Towanda Brooks		Yes	

Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
12/31/2019	Root cause analysis/ Further adverse impact analysis of PE test. The NCUA utilized services from the Office of Personnel Management (OPM) to evaluate the Principal Examiner (PE) promotional process for adverse impact. The PE test is the process through which examiners obtain promotions. The results of this test and adverse impact relative to individuals with disabilities were evaluated by agency leadership in its Talent Management Council. Plans have been established to evaluate any contributing barriers in the coming year. The TMC worked with OHR and OPM to develop a survey for examiners and supervisory examiners. OPM and OHR convened focus groups to define the appropriate questions to determine the successful preparation techniques of the examiners who passed the PE test. The results from the survey and the subsequent analysis have been used to identify 12 perceived barriers. The NCUA has developed strategies to address these perceived barriers and began the implementation process.	Yes		09/30/2022
Report of Accomplishments				
Fiscal Year	Accomplishment			

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

The NCUA is on track with its implementation plan to mitigate or eliminate the impact of the 12 identified perceived barriers. The review of the PE Certification Program and testing procedures is ongoing. An agency-wide survey of stakeholders was conducted, and the results identified perceived/potential barriers and the catalysts for those barriers. Using this information, the agency created a taskforce of Principal Examiners and Supervisory Examiners to develop training and resources for examiners and supervisors. The training and resources produced by the taskforce will better prepare examiners for the PE Certification Assessment and aim to mitigate barriers.

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

The NCUA used services from the Office of Personnel Management (OPM) to evaluate the Principal Examiner (PE) promotional process for adverse impact. The PE test is the process through which NCUA examiners obtains promotions. The results of this test and adverse impact relative to individuals with disabilities were being evaluated by agency leadership in its Talent Management Council (TMC). The NCUA worked closely with OPM on the NCUA Examiner Career Development and Principal Examiner Certification Program Preparation Project. The NCUA developed short-term and long-term strategies to address barriers identified within the 2019 survey. The short-term strategies put into place include a community of practice (discussion board) for SEs and examiners, enhanced PE Exam resources made available to examiners, and early exposure to examiners of the PE Certification Program and potential career progression opportunities with detailed briefings offered during their first twelve (12) months of employment with the NCUA. Long-term strategies are being developed between the NCUA and OPM.

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

The approach to address perceived and potential barriers is one of continuous process improvement. The work of the PE/SE review is ongoing, and the training and resources produced by the review recommendations will be implemented, assessed for effectiveness, and modified as necessary. While the review was completed in the 4th quarter of 2021, the agency is in the process of implementing its barrier mitigation plan. The NCUA will actively monitor assessment processes and outcomes to continue to mitigate any identified barriers