

National Credit Union Administration

For period covering October 1, 2020 to September 30, 2021

PART A Department or Agency Identifying Information	1. Agency	1. National Credit Union Administration
	1.a 2nd level reporting component	
	2. Address	2. 1775 Duke Street
	3. City, State, Zip Code	3. Alexandria, VA 22314-3428
	4. Agency Code 5. FIPS code(s)	4. CU00 5. 0

PART B Total Employment	1. Enter total number of permanent full-time and part-time employees	1. 1134
	2. Enter total number of temporary employees	2. 23
	3. TOTAL EMPLOYMENT [add lines B 1 through 2]	4. 1157

PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	Title Type	Name	Title
		Head of Agency	The Honorable Todd M. Harper
	Head of Agency Designee	Rendell Jones	NCUA Deputy Executive Director
	Principal EEO Director/Official	Miguel A. Polanco	OMWI Director
	Affirmative Employment Program Manager	Miguel A. Polanco	OMWI Director
	Complaint Processing Program Manager	Stephanie Smith	Equal Employment Opportunity Specialist
	Diversity & Inclusion Officer	Scot Evans	Diversity & Inclusion Outreach Program Manager
	Hispanic Program Manager (SEPM)	Gladymar Rivera-Virella	Equal Employment Opportunity Specialist
	Women's Program Manager (SEPM)	Gladymar Rivera-Virella	Equal Employment Opportunity Specialist
	Disability Program Manager (SEPM)	Holly Aguilar	Diversity and Inclusion Specialist
	Special Placement Program Coordinator (Individuals with Disabilities)	Lisa Bazemore	Lead Human Resources Specialist
	Reasonable Accommodation Program Manager	Vanessa Jackson	Human Resources Specialist
	Anti-Harassment Program Manager	Don Names	Associate Counsel, Anti-Harassment Coordinator
	Anti-Harassment Program Manager	Elizabeth Fischmann	Chief Ethics Counsel, Anti-Harassment Program Director
	ADR Program Manager	Stephanie Smith	Equal Employment Opportunity Specialist
	Compliance Manager	Miguel A. Polanco	OMWI Director
	Principal MD-715 Preparer	Todd Soloweigh	Financial Management Specialist
	Other EEO Staff	Terri Finley-Harrigan	Administrative Assistant

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PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	Country	Agency Code
EEOC FORMS and Documents	Required	Uploaded	
Alternative Dispute Resolution Procedures	Y	Y	
Organization Chart	Y	Y	
EEO Policy Statement	Y	Y	
Reasonable Accommodation Procedure	Y	Y	
Anti-Harassment Policy and Procedures	Y	Y	
Personal Assistance Services Procedures	Y	Y	
Agency Strategic Plan	Y	Y	
Disabled Veterans Affirmative Action Program (DVAAP) Report	N	N	
EEO Strategic Plan	N	N	
Human Capital Strategic Plan	N	N	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	N	N	
Federal Equal Opportunity Recruitment Program (FEORP) Report	N	N	
Diversity Policy Statement	N	Y	

EXECUTIVE SUMMARY: MISSION

Created by the United States Congress in 1970, the NCUA is the independent federal agency that insures deposits at federally insured credit unions, protects the members who own credit unions, and charters and regulates federal credit unions. The NCUA manages the National Credit Union Share Insurance Fund (NCUSIF), which is backed by the full faith and credit of the United States and insures the deposits of the account holders in all federal credit unions and most state-chartered credit unions. The agency's mission is to protect the system of cooperative credit and its member-owners through effective chartering, supervision, regulation, and insurance. The NCUA seeks to achieve this mission through a system of examination, supervision, and risk assessment. The agency strives to recruit and retain a highly qualified and diverse workforce to carry out this mission.

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

Accomplishments

Policy Statements

NCUA Chairman Todd M. Harper confirmed his commitment to equal employment opportunity, diversity, inclusion, and belonging by issuing new policy statements to all NCUA employees in 2021. Chairman Harper also expanded the breadth of the diversity and inclusion statement to include belonging. This resulted in the agency and OMWI placing a greater emphasis on intentionally ensuring employees feel included, seen, heard, and valued to promote a broader sense of belonging within the agency.

Culture, Diversity, and Inclusion Council

The agency's Culture, Diversity, and Inclusion Council (CDI Council) includes employee representatives at all levels (for example, executives, supervisors, and non-supervisors from multiple grade levels) and a diverse spectrum of functional areas (such as the examination program, legal, human resources, and technology). In addition, members are comprised of a cross-section of the agency's staff representing different types of diversity (including race, ethnicity, gender, age, sexual orientation, disability, veteran status, and experience). A National Treasury Employees Union representative is also a member. In addition, CDI Council membership includes up to eight presidents of the agency's employee resource groups.

The goals of the Council are to identify and advance a positive, high performing organizational culture that will allow the agency to achieve its mission; support the agency's strategic goal of attracting, engaging and retaining a highly skilled, diverse workforce and cultivating an inclusive environment; and assist and advise leadership on implementation of strategic diversity and inclusion priorities.

Employee Resource Group Network

The NCUA's ERG network continued to evolve while adapting to challenges posed by the COVID-19 pandemic. In 2021, ERGs continued to serve as a bridge connecting group members and other NCUA employees by providing resources, coordinating special presentations, and creating a support system to help navigate the vast changes brought about by the pandemic.

ERGs reported 293 employees are members of one or more groups representing 25.4 percent of NCUA employees. This continues to position the agency well above the industry-standard ERG membership goal of 10 percent of an organization's total workforce. In addition to providing essential tools and support to members, the NCUA's ERGs successfully engaged employees in more than 40 initiatives designed to provide professional development, encourage networking, and spur employee retention. The NCUA's ERGs continue to contribute in meaningful ways to foster a more inclusive work environment for all employees.

Impact Framework

To guide the overall structure, effectiveness, and impact of ERGs, the NCUA follows the 4C model™, a comprehensive assessment and alignment strategy. The 4C model focuses on four key elements vital to ERGs' success:

- Career: Help members enhance their careers through strong professional development efforts and serve as a talent engine for the organization.
- Commerce: Assist ERGs in developing initiatives and efforts to drive business results.
- Culture: Have a positive impact on members by enhancing their sense of a common bond through shared identity or interests.
- Community: Help members identify initiatives aimed at community outreach and collaborating with others.

These elements allow ERGs to plan and execute their activities and assess the current state, effectiveness, and impact of their work, while supporting the agency's diversity and inclusion strategic goals.

NCUA's Employee Resource Groups:

APIC: Asian Pacific Islander Connection (25 members) This group's mission is to promote cultural awareness to foster a sense of

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

community among Asian American and Pacific Islander employees and understanding and appreciation of the Asian American and Pacific Islander culture by all NCUA colleagues. The group seeks to help open more career development and professional opportunities for Asian Americans and Pacific Islanders within the NCUA's ranks and leadership positions.

CULTURA: Creating Unity, Learning to Understand, Recognizing All (67 members) CULTURA is the Hispanic and Latino employee resource group. CULTURA's goals include fostering a diverse and inclusive workforce by developing Latino leadership; bridging the connection between field and support staff; providing professional and career development opportunities; building cultural awareness; and supporting retention of Latino employees.

MPower: Employees with Disabilities (30 members) MPower's mission is to recognize and increase awareness and acceptance of employees who have a disability and those who have a family member or other loved ones who have disabilities (temporary or permanent). The group seeks to promote a supportive and accepting environment, provide assistance in achieving and celebrating the full inclusion of all employees and enhance understanding and awareness of the benefits that diversity brings to build and sustain a strong and thriving workforce.

NCUA PRIDE: People Recognizing Individual Differences Equally (46 members) NCUA PRIDE is the agency's group supporting the LGBTQ+ community. The resource group is committed to providing a safe and supportive environment for members, providing LGBTQ+-relevant informational resources, supporting members' career development, serving as an advocate to help the NCUA become more LGBTQ+-inclusive, and supporting outreach efforts both within and outside the agency.

SWAN: Supporting Women At NCUA (100 members) SWAN's purpose is to support and expand networking, educational, and outreach programs that emphasize the personal and professional development of women through expanded cultural awareness, educational events, and mentoring.

Umoja: Unity (89 members) Recognizing a common African ancestry, this ERG embraces the principle of Umoja or unity through connectivity and community by intentionally including all employees desiring to increase awareness and respect for differences, pursue opportunities for innovation and change, and align with others to build and sustain a thriving workforce.

VANS: Veterans At NCUA Serving (60 members) This ERG is for employees who have served in the military or those who support the nation's veterans. The group's mission is to leverage military experiences, share creative solutions, develop camaraderie, and enhance the mission of the NCUA among all employees, with special emphasis on the military and veteran culture.

Employee Resource Group Accomplishments:

APIC

- Held Generation Rising movie club;
- Began development of a cookbook; and
- Collaborated on the OMWI Talk Special Edition: Race, Struggle & Solidarity - Bias and Violence against Asian Americans and Pacific Islanders

CULTURA

- Led "Café con Leche" presentations:
- Interview Tips and Tricks
- Access Initiative
- Issued Quarterly Newsletters
- Held ¡AHORA! inter-agency ERG Network "Cafecito" sessions
- Held ¡AHORA! inter-agency panel for National Hispanic Heritage Month; and
- Facilitated "Charla" event

MPower

- Held Authoring Accessible Content workshop; and
- Led Self-Advocacy in the Workplace discussion

NCUA PRIDE

- Facilitated film club meetings:
- Prom;
- Uncle Frank;

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- The Committee;
- Welcome to Chechnya.
- Hosted Pride in the Federal Workplace inter-agency panel;
- Issued 2021 Pride Month Newsletter;
- Held CURED documentary screening and panel in honor of LGBT History Month.

SWAN

- Facilitated Career Development Series;
- Coaching with Sheneé Turner, OPM-certified Federal Coach;
- Application & Interview Best Practices;
- Held Emotional Intelligence workshop for members;
- Collaborated with MPower on Self-Advocacy in the Workplace discussion.

Umoja

- Issued 2021 Juneteenth Newsletter for members;
- Hosted presentations during membership meetings to include National Black History Month facts.

VANS

- Coordinated presentation for officers featuring University of Central Florida film producer Lisa Mills;
- Developed March 2021 newsletter and Military Moments content;
- Hosted I am Vanessa presentation with Marine Captain (Ret.) Queta Rodriguez;
- Developed 2021 Veterans Day Wall of Honor and slides

Program Support

Continued support from OMWI helped ERGs thrive and grow. This included:

- Consulting during new ERG formation and planning;
- Connecting individual groups and subject matter experts for special projects;
- Ongoing maintenance of ERG intranet sites to make program promotion and documentation consistent and accessible across groups;
- Assisting in logistics and funding for kickoff events and ongoing efforts;
- Assisting in developing Diversity and Inclusion Plans for each group and identifying appropriate metrics;
- Expanding ERG program visibility through coordination of posts about ERG members' experiences on the NCUA's social medial platforms (Facebook and LinkedIn).
- Promoting the program on other available platforms such as SharePoint, newsletters, meetings, and NCUAwide events;
- Engaging in quarterly check-ins with ERGs to identify challenges and areas of opportunity; and
- Providing quarterly updates and regular meetings with executive sponsors and officers to discuss activities, requests, and additional support.

Special Emphasis Program

The NCUA's Special Emphasis Program (SEP) is a significant component of the agency's effort to build inclusion and understanding. SEP activities supported the following 2018–2022 Diversity and Inclusion Strategic Plan goals:

- Workforce diversity: Sustain a skilled, highly engaged, and diverse workforce at all levels, including leadership (goal 1).
- Inclusion: Cultivate an inclusive workplace where employees' unique talents, skills, and perspectives are valued and leveraged (goal 2).

SEP activities included eight annual observances to provide employees the opportunity to appreciate diversity through activities geared toward raising awareness, highlighting achievements, increasing knowledge, and addressing any identified barriers to the full employment and inclusion of all NCUA employees. Commemorative activities conducted for these observances were educational and employment related.

For each observance, OMWI hosted an event that featured a guest speaker who provided a presentation on their experiences and insights into how to be more intentionally inclusive in the workplace. Topics covered in 2021 included:

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- Historic events and lessons learned;
- Diversity, equity, and inclusion efforts;
- Career development, retention, and recruitment efforts; and
- Cultural educational resources.

These events were supported by the agency’s ERGs. ERG members developed observance-related newsletters, highlighted diverse employees on social media and the agency’s intranet, and provided educational presentations and resources in alignment with each commemoration.

Observance and Month	Event Title	Speaker
National Black History Month , February (est. by Public Law 99-244)	Half American: The Epic Story of Black Americans Fighting World War II at Home and Abroad	Matthew Delmont , historian and Dartmouth College professor
National Women’s History Month , March (est. by Public Law 100-9)	Women’s Suffrage Movement: How Women Won the Vote	Johanna Neuman , award- winning author, historian, and former journalist
Asian American and Pacific Islander Heritage Month , May (est. by Title 36, U.S. Code, Section 102)	The Girl in the Picture	Phan Thi Kim Phuc , known as the Vietnam War’s “Napalm Girl”
Pride Month , June	Coming Out & Working Through: An Honest Conversation about Sexual Identity, Gender, and Families	Kristin Russo , writer, speaker, and educator on LGBTQ+ issues
National Hispanic Heritage Month , September (est. by Title 36, U.S. Code, Section 126)	Afro-Latinos: Glory and Greatness, Radiance and Resilience	Kim Haas , executive producer and host of the PBS travel show, Afro-Latino Travels with Kim Haas
National Disability Employment Awareness Month , October (est. by Title 36, U.S. Code,	I’m More Than My Dwarfism	Becky Curran Kekula , motivational speaker and inclusion advocate

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Section 121		
Veterans Day Observance, November (est. by Public Law 380-250)	The Fewer, The Prouder: Minorities and Women in the Military	Queta Rodríguez , retired U.S. Marine Corps captain and regional director, FourBlock
National American Indian/ Alaska Native Heritage Month, November (est. by Public Law 103-462)	Honoring the Legacy of Native Americans in the U.S. Armed Force: The National Native American Veterans Memorial	Rebecca Trautmann , National Native American Veterans Memorial, and Betsy Gordon , National Museum of the American Indian

OMWI Talks

Since 2017, the NCUA has hosted a series of informal, facilitated, and open discussions about sensitive, diversity related topics. These conversations, OMWI Talks, give employees a safe space to discuss differences, broaden awareness and understanding of others, and learn how to manage the challenges diversity can create in the workplace.

In 2021, OMWI continued the series with monthly conversations to address financial disparity, gender disparity, racism, and other relevant topics. Each event attracted more than 200 participants and was facilitated by a member of the NCUA’s senior leadership team including the Board Chairman, the chief of staff, and the executive director. The NCUA will continue to host OMWI Talks in 2022.

VIBE

VIBE is an ongoing campaign to improve the NCUA’s culture by encouraging employees to make a conscious, deliberate effort to adopt inclusive behaviors and habits. VIBE launched in early 2018 and continues to play a role in creating a sense of belonging among NCUA employees. The initiative focuses on four specific behaviors that help create a greater sense of inclusion and belonging among the agency’s employees:

- Value differences;
- Intentionally include;
- Break biases; and
- Embrace change.

In 2021, VIBE included two leadership panels that featured NCUA leaders who discussed the value of diverse perspectives and the importance of including diverse employees. The first panel was moderated by the Deputy Executive Director and included the agency’s chief of staff and senior advisors for each Board Member.

The second panel included the presidents of four of the NCUA’s seven ERGs and was moderated by the executive sponsor for one additional group. The VIBE campaign also included a monthly newsletter to highlight events and activities related to diversity and inclusion in the workplace. The newsletter also featured educational articles and videos, reminders about equal employment opportunity and supplier diversity, and more.

Diversity and Inclusion Award

The NCUA created a Diversity and Inclusion “Of the Year” award in 2017, presenting it for the first time in 2018. The award honors individuals or groups who have demonstrated respect and value for differing backgrounds and points of view in the NCUA and the credit

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union system, and for supporting, leading, or enhancing the NCUA’s diversity and inclusion efforts.

In 2021, the agency granted its fourth award to recognize an NCUA employee who exhibited an outstanding commitment to diversity and inclusion. The 2021 honoree led diversity and inclusion efforts as President of Umoja, an ERG that strives for unity within the NCUA. She developed initiatives to increase awareness and growth in diversity and inclusion for members of multiple ERGs. In addition, the recipient developed newsletters, coordinated panel discussions, and facilitated conversations with NCUA Board members to promote diversity and inclusion with a broader audience of NCUA employees. As a result of her efforts, NCUA employees had access to networking opportunities, coaching, advice, and overall assistance.

Mentor Program

In 2021, the NCUA enhanced its formal mentor program, which was established in 2016. The enhanced program offers improvements over the previous program, including:

- Addition of a web-based portal, application, and matching process;
- Availability of support staff for OMWI program manager and program participants; and
- Extensive online library of resources to help mentors and mentees address frequent questions or challenging situations.

The 2021 program included 26 mentoring pairs. Mentorship programs are a proven diversity and inclusion best practice. Some of the benefits participants gain in the formal mentorship program are:

- Accelerated learning about NCUA’s culture and operations;
- Stronger professional relationships that support career development;
- A broader organizational perspective; and
- More fully developed talent and potential.

Employee Engagement

The NCUA began developing Employee Engagement Action Plans in 2018 to help the agency strengthen its workforce; grow and develop the leadership competencies in employees throughout the agency; and ensure the ability to attract, develop, manage, and retain the best workforce possible to meet the agency’s needs. The plan established several overall goals for the agency, and each NCUA office annually develops a specific Workforce Engagement Action Plan using the results of the FEVS. The Office of Human Resources tracks agency progress and works with agency leadership and engagement champions to modify the NCUA Engagement Plan based on survey results and analysis of the results. Annually each office submits an engagement accomplishment report, which outlines the efforts and achievements throughout the year. It also identifies areas where the office improved from the previous year and specific promising and best practices. The Office of the Executive Director and OHR meet with each office individually to discuss engagement and the FEVS survey results. These meetings are designed to ensure agency objectives are transparent and understood and to address any challenges identified in order to continue the agency’s journey to becoming a model employer. In 2021, 80.7 percent of NCUA employees participated in the FEVS, a 6.0 percentage point decrease from 2020. The NCUA continues with employee engagement planning efforts throughout the agency. OHR conducts quarterly engagement sessions to share information and allow the offices an opportunity to work with one another. The following chart lays out the FEVS results on key indices and demonstrates year-over year improvements in certain critical elements of the employee experience at the agency.

FEVS Results on Key Indices

Topic	2021	2020
Employee Engagement Index	77.0%	76.0%
Intrinsic Work Experience	76.0%	77.0%
Leaders Lead	69.0%	68.0%
Supervisors	85.5%	84.0%

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Global Satisfaction Index	73.0%	77.6%
Performance Confidence Index (NEW in 2021)	90.1%	

Source: Office of Personnel Management (OPM)

Recruitment and Outreach

The NCUA continues to conduct recruitment and outreach to increase awareness of potential employment opportunities among pools of diverse talent. Most outreach and recruitment efforts target groups with less-than expected participation in the workforce (per Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act) and individuals with disabilities (per Executive Order 13548).

Continuing in the virtual posture in 2021 because of the COVID-19 pandemic, the NCUA built on the previous year’s recruitment outreach successes. OMWI worked closely with OHR to identify and participate in recruitment outreach events with a focus on targeting diverse candidates with skill sets in finance, accounting, management, and human resources to ensure a continual increase in talented and diverse applicants.

Recruitment Outreach Working Group

OMWI established a Recruitment Outreach Working Group (ROWG) in 2021. The goal of the ROWG is to streamline the NCUA’s recruitment outreach efforts to increase the number of talented and diverse candidates in the agency’s applicant pool.

Coordinating with stakeholders supports strategic and purposeful recruitment and outreach efforts that are implemented through a targeted approach and reach diverse talent pools.

In 2021, the ROWG focused on university career fairs and coordinated attendance at seven virtual events. In addition, OHR and OMWI attended recruitment events hosted by institutions serving underrepresented students and professionals, such as:

- Disability and Wounded Warriors events hosted by Equal Opportunity Publications;
- Corporate Gray virtual job fair, military recruitment event;
- Student Veterans of America Conference;
- Prospanica Conference and Career Expo; and
- The National Black MBA Association Career Expo.

Outreach Communications

Contacts with potential candidates increased in 2021 using an opt-in email communication channel created in late 2020. Visitors who sign up for the messages at virtual or in-person recruitment events receive periodic emails promoting NCUA vacancies open to the public. This tool is another means of increasing the number of talented and diverse candidates in the agency’s applicant pool.

Intern Programs

The NCUA sponsored students in three distinct intern programs during 2021.

Contract Interns

The NCUA has six individual, multi-year contracts with organizations serving underrepresented students. Through these contracts, the agency provides summer internship access and opportunities to college and university students in undergraduate, graduate, doctorate, and juris doctorate programs. Internships under this program have varying lengths of 8, 10, 12 or 15 weeks. Under these contracts, the contracted organizations receive weekly compensation per student from the NCUA. The organizations, in turn, are responsible for all pay and benefits the interns receive during their participation in the program. This program provides students an enriching learning opportunity.

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Participants gain experience in a federal government setting and the opportunity to perform meaningful projects, while bringing diverse perspectives, talent, skills and experience to the agency.

In 2021, OMWI hosted five summer interns from three of the contracted organizations:

- Hispanic Association of Colleges and Universities;
- Minority Access; and
- Thurgood Marshall College Fund

OPM Pathways Program

OHR used the Office of Personnel Management's Pathways Program to attract seven students from a variety of backgrounds to serve as interns during the summer. This program provides work assignments and developmental experiences intended to promote careers for individuals who have recently graduated from a qualifying educational institution or program. Participants develop skills through challenging work assignments and by using Individual Development Plans, mentors, and formal interactive training.

Mayor Marion S. Barry Summer Youth Employment Program

The NCUA's Office of Human Resources partnered with the Office of the Comptroller of the Currency (OCC) to host five summer high school interns through the Mayor Marion S. Barry Summer Youth Employment Program. The program provided students from economically disadvantaged backgrounds enrolled in targeted Washington, D.C., public and charter schools with an opportunity to work, explore career paths, and gain an understanding of the missions and important work federal regulatory agencies do for the financial services industry.

Training

OMWI delivered and partnered with OHR to deliver a variety of training programs in 2021. These events are described in this section.

Mandatory Training

In 2021, OMWI launched Inclusion at Work: Managing Unconscious Bias, a vendor-supported diversity and inclusion training. This training was mandatory for all employees. The course:

- Addressed the importance of diversity, equity, and inclusion;
- Provided tips to recognize and manage unconscious bias in work-specific contexts;
- Offered tools to help employees build skills to foster a more inclusive workplace; and
- Included a pre- and post-assessment of attendees' understanding of diversity and inclusion principles.

Participants demonstrated a 24-percent increase in their understanding of strategies to make the workplace more inclusive following the training.

Integrated Training

OMWI incorporated updated EEO and DEI training into the agency's suite of employee development training for new employees, new supervisors, and annuitants returning to government service. Such integration increased the visibility of OMWI and strengthened the relationship between OMWI and OHR.

In addition, a series of comprehensive management trainings involving reasonable accommodations, the use of non-competitive hiring authorities, and removing bias from the interview, selection, and promotion processes were proposed and piloted during 2021.

Leadership Training

Seventy-nine employees, or 6.9 percent of NCUA staff, participated in the agency's leadership development programs in 2021. During the year, 59.5 percent (47) of the participants were women and 31.6 percent (25) were employees of color. Participation of employees with disclosed disabilities was 15.2 percent (12). In 2021, the NCUA replaced the Advancing Leader Program with Mission Support Leadership.

The NCUA Office of Human Resources designed a Resilience course for agency's executives, and this course was extended to all offices

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and employees. Resilience was identified as an area for development and need, and this course strengthened the agency's capacity while continuing to work in a virtual environment during the pandemic. It was also closely aligned the agency's Leadership Development Strategy.

Opportunities and Next Steps

OMWI will enhance existing programs and activities in 2022 as described in this summary.

CDI Council

The NCUA will continue to work with the CDI Council to build an organizational culture where our shared values, beliefs and behavioral norms around equity, diversity, inclusion, engagement, and leadership align with our strategic priorities to optimize organizational performance.

Employee Resource Groups

In addition to the ongoing programs and education, ERG initiatives planned for 2022 include:

ERG Request and Approval Process

OMWI continues to develop processes to guide more efficient and effective interactions between ERGs and OMWI. These include requests, approvals, and alignment of mutual expectations. Some improvements include revising the ERG Handbook and ERG Instruction 1270.8 based on member feedback and conversations with ERG officers and executive sponsors. Updates to the handbook include establishing new processes, activity timeframes, and programs.

Annual Training

OMWI will host a voluntary ERG leadership training to ensure newly elected officers have the resources and knowledge necessary to carry out their duties.

ERG Ambassador Program

The NCUA rescheduled the launch of the ERG Ambassador Program for 2022. This program will identify ERG member volunteers willing to support agency-wide recruitment efforts, aid in developing the Contract Interns Program, and support career advancement programs.

Accessibility of Resources

OMWI will identify in-house training available to ERG officers, adding to the resources available that allow them to continue to develop their skills.

External Outreach

OMWI will continue to use new communication methods to reach out to prospective applicants identified during recruitment outreach events. OMWI is building a list of potential employment candidates. The agency will allow candidates to provide their name and email address to receive NCUA vacancy announcements. New vacancy announcements released to the public will be sent to members of the email list.

OHR and OMWI will also continue their collaborative recruitment and outreach efforts. The NCUA will also continue using social media to enhance recruitment efforts. OMWI will tie recruitment efforts into the special emphasis program and work with the agency's ERGs to ensure broad distribution of social media content, in partnership with the agency's Office of External Affairs and Communications.

In 2022, OMWI will focus on coordinating the plans for a targeted barrier analysis to identify challenges in the hiring and retention of women and Hispanic or Latino employees within the agency. In addition, the NCUA will continue to work with a vendor to expand the diverse, qualified candidate pool, targeting candidates with disabilities, under-represented groups, women, and veterans.

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Internal Outreach

Training

The NCUA will incorporate two diversity and inclusion training modules into the learning plans for all employees. The first module, "Workplace Diversity, Equity, and Inclusion in Action", is a guide to defining diversity, equity, and inclusion and advancing meaningful and impactful diversity, equity, and inclusion practices in the workplace. Employees will learn to recognize key characteristics of DEI and practices for building and sustaining a diverse and inclusive culture, how to identify behaviors that signal a breakdown in achieving inclusion, key elements that enable diversity, equity, and inclusion to take root, and the steps for demonstrating agility and resilience.

In the second module, "Recognizing and Addressing Micro-behaviors in the Workplace", employees will learn to recognize the characteristics of micro-behaviors and how to decode the messages they send. It also includes ways to identify when and how to take action to address micro-aggressions, and how to use micro-inclusions as an antidote to micro-aggressions.

OMWI will also partner with the OHR, Division of Training and Development to identify new curriculum to incorporate into the NCUA's leadership development offerings.

In addition, OMWI and OHR plan to collaborate to deliver disability hiring, retention, and career development training to all hiring managers and OHR points of contact. During 2022, NCUA managers will experience interactive and team-building training on diversity, equity, and inclusion to enhance both awareness and competence in these principles. In addition, a module on Belonging and Inclusion will also be offered to all SSPs in 2022.

Disability Solutions Desk

OMWI launched a Disability Solutions Desk pilot in 2022, which establishes a central point of access through an organizational mailbox. Employees will be able to send questions, express concerns and challenges, and offer recommendations related to disabilities. Dedicated OMWI staff will review all incoming messages and coordinate a response and support with appropriate program offices.

OMWI plans to collect and analyze statistical and anecdotal data and use the resulting findings to develop training and programming to support agency employees with disabilities. OMWI further plans to publish responses to frequently asked questions during the pilot months and report its findings and recommendations to agency leadership and the employee union to be used in determining next steps.

Special Emphasis Program

The NCUA's Special Emphasis Program will also host a presentation featuring a panel of Native American leaders in the financial regulatory sector to increase the visibility of the underrepresented population and recognize their contributions. Such programs will increase recognition of employees to further enhance acknowledgement of the contributions various groups make toward achieving the NCUA's mission.

OMWI Talks

OMWI continues to leverage the OMWI Talks platform to encourage employees to feel comfortable discussing topics related to diversity and inclusion within the workplace. In 2022, OMWI plans to update the format of OMWI Talks to better meet employee needs and invite contributions. Events in 2022 will feature informal interviews of NCUA leaders, on a topic of their choice related to diversity and inclusion.

Each OMWI Talk will include a Q&A session with the audience after the interview. The goals of these recurring events will remain the same:

- Expose employees to diverse perspectives;
- Increase cultural competency of leaders and employees who attend or lead conversations; and
- Tackle difficult conversations around diversity, equity, and inclusion.

The most successful OMWI Talks have been those in which agency leaders share their perspectives and engage the audience through personal stories. The new format stands to help achieve these goals while also giving employees the opportunity to learn more about agency leaders.

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

[Redacted] am the
(Insert Name Above) (Insert official title/series/grade above)

Principal EEO Director/Official for

[Redacted]
(Insert Agency/Component Name above)

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

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

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

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

Date

Signature of Agency Head or Agency Head Designee



Date

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Essential Element: A Demonstrated Commitment From agency Leadership

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.1. The agency issues an effective, up-to-date EEO policy statement.				
	A.1.a. Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	X			9/22/2021
	A.1.b. Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.2. The agency has communicated EEO policies and procedures to all employees.				
	A.2.a. Does the agency disseminate the following policies and procedures to all employees:				
	A.2.a.1. Anti-harassment policy? [see MD 715, II(A)]	X			
	A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]	X			
	A.2.b. Does the agency prominently post the following information throughout the workplace and on its public website:				
	A.2.b.1. The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	X			
	A.2.b.2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 CFR §1614.102(b)(5)]	X			
	A.2.b.3. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	X			https://www.ncua.gov/files/publications/careers/policy-procedures.pdf
	A.2.c. Does the agency inform its employees about the following topics:				
	A.2.c.1. EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often and the means by which such training is delivered.	X			Every two years via No FEAR Training
	A.2.c.2. ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	X			Every two years via No FEAR Training
	A.2.c.3. Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	X			Every two years via No FEAR Training
	A.2.c.4. Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	X			Every two years via No FEAR Training, Periodic Anti-Harassment Training.
	A.2.c.5. Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR §2635.101(b)] If "yes", please provide how often.	X			Every two years via No FEAR Training, Periodic Anti-Harassment Training.

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.3. The agency assesses and ensures EEO principles are part of its culture.			N/A	
A.3.a. Does the agency provide recognition to employees, supervisors, managers and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section. .		X			Annual Diversity and Inclusion Award
A.3.b. Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]		X			

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Essential Element: B Integration of EEO into the agency's Strategic Mission

 Compliance Indicator	 Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	B.1. The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.				
	B.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	X			
	B.1.a.1. If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.			X	The EEO Director reports to the NCUA Chairman.
	B.1.a.2. Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	X			
	B.1.b. Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	X			
	B.1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	X			Agency Chairman and the Chairman's Chief of Staff were briefed on September 14, 2021. The Executive Director and Deputy Executive Director were briefed on September 10, 2021.
	B.1.d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.2. The EEO Director controls all aspects of the EEO program.				
	B.2.a. Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)] If not, identify the office with this authority in the comments column.	X			
	B.2.b. Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	X			
	B.2.c. Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.d. Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.e. Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	X			
	B.2.f. Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	X			
	B.2.g. If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2); (c)(3)]			X	NCUA does not have subordinate level components
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures	B.3. The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Yes	No	N/A	
	B.3.a. Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	X			The OMWI Director participates in all agency meetings that impact EEO issues.
	B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	X			Strategic Objective 3.1 Attract, engage and retain a highly-skilled, diverse workforce and cultivate an inclusive environment.

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.4. The agency has sufficient budget and staffing to support the success of its EEO program.				
	B.4.a. Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:				
	B.4.a.1. to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	X			
	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]	X			
	B.4.a.11. to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	X			
	B.4.a.2. to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	X			
	B.4.a.3. to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	X			
	B.4.a.4. to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	X			
	B.4.a.5. to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]			X	NCUA does not have subcomponents and does not have separate EEO programs within its 3 Regional Offices
	B.4.a.6. to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	X			
	B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.	X			
	B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	X			
	B.4.a.9. to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C. 1]	X			
	B.4.b. Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	X			
	B.4.c. Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	X			
	B.4.d. Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	X			
	B.4.e. Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills				
	B.5.a. Pursuant to 29 CFR §1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program:				
	B.5.a.1. EEO complaint process? [see MD-715(II)(B)]	X			
	B.5.a.2. Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	X			
	B.5.a.3. Anti-harassment policy? [see MD-715(II)(B)]	X			
	B.5.a.4. Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	X			
	B.5.a.5. ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	B.6. The agency involves managers in the implementation of its EEO program.				
	B.6.a. Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	X			
	B.6.b. Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	X			
	B.6.c. When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	X			
	B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR §1614.102(a)(5)]	X			

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Essential Element: C Management and Program Accountability

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.1. The agency conducts regular internal audits of its component and field offices.			N/A	
C.1.a. Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.				X	NCUA does not have subordinate level components
C.1.b. Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.				X	NCUA does not have subordinate level components
C.1.c. Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]				X	NCUA does not have subordinate level components

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.2. The agency has established procedures to prevent all forms of EEO discrimination.				
	C.2.a. Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.1. Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	X			
	C.2.a.2. Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	X			Anti-Harassment Coordinator resides in NCUA Office of Ethics Counsel, which reports directly to the NCUA Board and is supervised by the Chairman.
	C.2.a.3. Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			Instruction 1235.08 (REV 2) "NCUA Anti-Harassment Process."
	C.2.a.4. Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	X			NCUA Instruction No. 1235.08 (REV 2), Section 5G, provides that the EEO Office (OMWI) will provide advice on EEO matters and inform OEC of all EEO counseling activity where harassment is alleged.

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<p>C.2.a.5. Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.</p>	X		<p>NCUA Instruction No. 1235.08 (REV 2), Section 6A, specifically requires: Within ten (10) calendar days of receipt of notification of a report of harassment, OEC will conduct an initial inquiry and, when appropriate, attempt to informally resolve the matter.</p>
<p>C.2.a.6. Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]</p>	X		<p>NCUA anti-harassment training deploying in calendar year 2022 for the entire workforce contains examples of disability-related harassment.</p>
<p>C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]</p>	X		
<p>C.2.b.1. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]</p>	X		
<p>C.2.b.2. Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]</p>	X		<p>Reasonable accommodation final decisions are made by managers, not by the RA program manager. The reasonable accommodation program was realigned to the Office of Human Resources and has been separate from OMWI as of 01/01/2021.</p>
<p>C.2.b.3. Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]</p>	X		
<p>C.2.b.4. Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]</p>	X		
<p>C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.</p>	X		

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C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]

X

<https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet>

C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.



X

<https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet>

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.3. The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.				
	C.3.a. Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	X			
	C.3.b. Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:				
	C.3.b.1. Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	X			
	C.3.b.2. Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	X			
	C.3.b.3. Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	X			
	C.3.b.4. Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	X			
	C.3.b.5. Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	X			
	C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	X			
	C.3.b.7. Support the EEO program in identifying and removing barriers to equal opportunity?. [see MD-715, II(C)]	X			
	C.3.b.8. Support the anti-harassment program in investigating and correcting harassing conduct?. [see Enforcement Guidance, V.C.2]	X			
	C.3.b.9. Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	X			
	C.3.c. Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	X			
	C.3.d. When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.				
	C.4.a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	X			
	C.4.b. Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	X			Updates to the merit promotion policy are routed through the Office of Human Resources to ensure full participation by all groups. OMWI routinely assesses award data and leadership development programs for triggers and possible barriers. The agency adheres to all evaluation criteria as it pertains to auditing and reviewing its human capital programs.
	C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	X			
	C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	X			
	C.4.e. Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	X			
	C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			
	C.4.e.3. Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X			
	C.4.e.4. Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	X			
	C.4.e.5. Assist in preparing the MD-715 report? [see MD-715, II(C)]	X			

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		Yes	No	N/A	
 Measures	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.				
	C.5.a. Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR §1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	X			The Agency's policies covering non-bargaining unit staff and collective bargaining agreement provisions commit to promote a workplace free of discrimination. No table of penalties exist, but disciplinary/adverse action policies cover taking action against any agency employee/supervisor/manager found to have discriminated.
	C.5.b. When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			No findings of any agency employee/supervisor/manager engaging in discrimination have occurred within the past 5 years, so there was no need to discipline or sanction anyone. If someone had been found to have discriminated, appropriate discipline/sanctions would have been imposed by the agency.
	C.5.c. If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post mortem to discuss lessons learned)? [see MD-715, II(C)]	X			

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 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	C.6. The EEO office advises managers/supervisors on EEO matters.				
	C.6.a. Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	X			EEO director meets regularly with the agency's Chairman and Deputy Executive Director.
	C.6.b. Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	X			

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For period covering October 1, 2020 to September 30, 2021

Agency Self-Assessment Checklist



Essential Element: D Proactive Prevention

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.1. The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.				
D.1.a. Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]		X			
D.1.b. Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? [see MD-715 Instructions, Sec. I]		X			The agency currently uses multiple sources for trigger identification. Additionally, the agency has also started to use the newly established employee resource groups, data from workforce surveys, and advanced statistical analyses on workforce data.
D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR §1614.203(d)(1)(iii)(C)]		X			

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)				
	D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	X			OMWI has initiated a procurement process to acquire the services of a vendor to conduct a barrier analysis on women and Hispanics at the agency.
	D.2.b. Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	X			
	D.2.c. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	X			
	D.2.d. Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	X			The agency reviews, employee climate surveys, employee resource group feedback, and special emphasis program feedback. The agency also reviews exit survey data quarterly and presents the information to the Talent Management Council.

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.3. The agency establishes appropriate action plans to remove identified barriers.	Yes	No	N/A	
	D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	X			General plans to address barriers are identified in the updated Diversity and Inclusion Strategic Plan and updated annually.
	D.3.b. If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	X			
	D.3.c. Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	D.4. The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Yes	No	N/A	
	D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.	X			https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions
	D.4.b. Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR §1614.203(d)(1)(i)]	X			
	D.4.c. Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR §1614.203(d)(1)(ii)(A)]	X			
	D.4.d. Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR §1614.203(d)(7)(ii)]	X			

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Agency Self-Assessment Checklist

Essential Element: E Efficiency

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.				
E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?		X			
E.1.b. Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?		X			
E.1.c. Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?		X			
E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.		X			The acceptance letter is usually issued within 30 days of receipt of the formal complaint.
E.1.e. Does the agency ensure that all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?		X			
E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?		X			
E.1.g. If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?		X			
E.1.h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?		X			
E.1.i. Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?		X			
E.1.j. If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.		X			Contractors are required to correct deficiencies in their work product prior to receiving payment. For untimely work products, the agency can request a reconsideration of the contractors' service fees. Poor work products and performances are reflected in the contractors' annual performance reports.
E.1.k. If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]		X			

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Agency Self-Assessment Checklist

E.1.1. Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]		X			
 Compliance Indicator	E.2. The agency has a neutral EEO process.	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.		X			The Office of General Council is the defensive authority for the agency.
E.2.b. When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.		X			Another attorney within the Office of General Counsel who does not represent the agency in personnel cases conducts this review.
E.2.c. If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]		X			Another attorney within the Office of General Counsel who does not represent the agency in personnel cases conducts this review.
E.2.d. Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]		X			
E.2.e. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)]		X			

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.3. The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.				
E.3.a. Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]		X			
E.3.b. Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]		X			
E.3.c. Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]		X			
E.3.d. Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]		X			
E.3.e. Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]		X			
E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]		X			

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.				
E.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:					
E.4.a.1. Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]		X			
E.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]		X			
E.4.a.3. Recruitment activities? [see MD-715, II(E)]		X			
E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]		X			
E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]		X			
E.4.a.6. The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]		X			NCUA Inst. 1235.08(REV 2), Prevention of Harassment in the Workplace includes the requirement that the Anti-Harassment Coordinator in the OEC: Maintain and track information on the number of allegations referred to the Anti-Harassment Program, the bases for the allegations, and corrective actions taken. This data is available to the EEO Office in OMWI via OEC for its analysis of its EEO program.
E.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]		X			

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Agency Self-Assessment Checklist





 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.5. The agency identifies and disseminates significant trends and best practices in its EEO program.				
E.5.a. Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			Quarterly dashboards, climate survey, FEVS results, and workforce trend data are all reviewed.
E.5.b. Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			The agency has established employee resource groups, noted to be a best practice in workplace inclusion, to increase employee engagement and workplace inclusion. The agency also holds monthly diversity discussions, also known to be a best practice. Agency EEO director meets regularly with counterparts from other agencies and discusses best practices.
E.5.c. Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]		X			

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Agency Self-Assessment Checklist



Essential Element: F Responsiveness and Legal Compliance

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	F.1. The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.				
	F.1.a. Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	X			
	F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	X			
	F.1.c. Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	X			
	F.1.d. Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	X			
	F.1.e. When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX) (H)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	F.2.a. Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	X			
	F.2.a.1. When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	X			
	F.2.a.2. When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	X			
	F.2.a.3. When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	X			
	F.2.a.4. Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	X			

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	F.3. The agency reports to EEOC its program efforts and accomplishments.				
	F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	X			
	F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	X			

Essential Element: Other

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Plan to Attain Essential Elements

PART H.1

Brief Description of Program Deficiency:	C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]
Previously, the established procedures for processing requests for personal assistance services were not posted on NCUA's website. This has been addressed and the new instructions were posted to NCUA's website in compliance with EEOC's regulations and standards [see 29 CFR §1614.203(d)(6)]. This action occurred on February 26, 2021. The web address is https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet	

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
10/01/2017	01/31/2021		02/26/2021	Previously, the established procedures for processing requests for personal assistance services were not posted on NCUA's website. This has been addressed and the new instructions were posted to NCUA's website in compliance with EEOC's regulations and standards [see 29 CFR §1614.203(d)(6)]. This action occurred on February 26, 2021. The web address is: https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet

Responsible Officials

Title	Name	Standards Address the Plan?
Director, Office of Minority and Women Inclusion	Miguel Polanco	Yes
NCUA Deputy Executive Director	Rendell Jones	Yes

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date
01/31/2021	Previously, the established procedures for processing requests for personal assistance services were not posted on NCUA's website. This has been addressed and the new instructions were posted to NCUA's website in compliance with EEOC's regulations and standards [see 29 CFR §1614.203(d)(6)]. This action occurred on February 26, 2021. The web address is: https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet	Yes		02/26/2021

Accomplishments

Fiscal Year	Accomplishment
2021	The new instructions were posted to NCUA's website in compliance with EEOC's regulations and standards [see 29 CFR §1614.203(d)(6)]. This action occurred on February 26, 2021. The web address is: https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet

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Plan to Attain Essential Elements

PART H.2

Brief Description of Program Deficiency: C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.

Yes, the NCUA posted its PAS Fact Sheet on 02/26/2021 to the following address on its public facing website: <https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet>

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
10/01/2017	01/31/2021		02/26/2021	Yes, the NCUA posted its PAS Fact Sheet on 02/26/2021 to the following address on its public facing website: https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet

Responsible Officials

Title	Name	Standards Address the Plan?
Director, Office of Minority and Women Inclusion	Miguel Polanco	Yes

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date
01/31/2021	The NCUA posted its PAS Fact Sheet on 02/26/2021 to the following address on its public facing website: https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet .	Yes		02/26/2021

Accomplishments

Fiscal Year	Accomplishment
2021	The NCUA posted its PAS Fact Sheet on 02/26/2021 to the following address on its public facing website: https://www.ncua.gov/about/diversity-inclusion/workplace-resolutions/pas-fact-sheet

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Plan to Eliminate Identified Barriers

PART I.1

Source of the Trigger:	Workforce Data (if so identify the table)					
Specific Workforce Data Table:	Workforce Data Table - A1					
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?	Overall under participation in the agency's workforce (Including Principal Examiner (CU12) and senior leadership (CU15/SSP positions) (Tables A1, A2, A4P, A6P) The NCUA shows a less-than-expected participation rate for the groups below when compared to their labor force benchmarks: • Total Females (All regions except Central; driven by categories below) o White females (All regions and total) o Black females (Western) o Asian females (Eastern/Southern) o NHPI females • Hispanic or Latino males and females (Overall) • Black males (Eastern/Western) • NHPI males (Eastern/Southern) • American Indian or Alaska Native males and females (Overall) In the mission critical occupation (0580), females are underrepresented across the board.					
STATEMENT OF BARRIER GROUPS:	<p><i>Barrier Group</i></p> <p>All Women Hispanic or Latino Males Hispanic or Latino Females White Females Black or African American Males Black or African American Females Native Hawaiian or Other Pacific Islander Males Native Hawaiian or Other Pacific Islander Females American Indian or Alaska Native Males American Indian or Alaska Native Females</p>					
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.	<table border="1"> <thead> <tr> <th>Barrier Name</th> <th>Description of Policy, Procedure, or Practice</th> </tr> </thead> <tbody> <tr> <td>Underrepresentation of specific groups</td> <td>Outreach efforts are still being widened and further targeted to get the most diverse applicants possible. – The agency plans to conduct a comprehensive barrier analysis to determine barriers across various agency activities (hiring, retention, development / training, promotions, awards and performance management) with an initial focus on Hispanics and Women. There is an on-going review of the perceived barriers in the PE Exam process since this is a critical step for the mission critical workforce (~2/3 of NCUA total) and the effects on employee retention.</td> </tr> </tbody> </table>	Barrier Name	Description of Policy, Procedure, or Practice	Underrepresentation of specific groups	Outreach efforts are still being widened and further targeted to get the most diverse applicants possible. – The agency plans to conduct a comprehensive barrier analysis to determine barriers across various agency activities (hiring, retention, development / training, promotions, awards and performance management) with an initial focus on Hispanics and Women. There is an on-going review of the perceived barriers in the PE Exam process since this is a critical step for the mission critical workforce (~2/3 of NCUA total) and the effects on employee retention.	
Barrier Name	Description of Policy, Procedure, or Practice					
Underrepresentation of specific groups	Outreach efforts are still being widened and further targeted to get the most diverse applicants possible. – The agency plans to conduct a comprehensive barrier analysis to determine barriers across various agency activities (hiring, retention, development / training, promotions, awards and performance management) with an initial focus on Hispanics and Women. There is an on-going review of the perceived barriers in the PE Exam process since this is a critical step for the mission critical workforce (~2/3 of NCUA total) and the effects on employee retention.					

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Plan to Eliminate Identified Barriers

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
01/01/2018	12/30/2022	Yes			The agency's Office of Minority and Women Inclusion, Office of Human Resources, the agency's Culture Diversity and Inclusion Council, and established Employee Resource Groups will work closely together on accomplishing the goals set forth in the updated NCUA 2018-2022 Diversity and Inclusion Strategic Plan. In addition OHR is continuing with a review of the PE Exam process and has identified potential barriers to underrepresented groups. This review will continue.

Responsible Official(s)

Title	Name	Standards Address The Plan?
OHR Director	Towanda Brooks	Yes
OMWI Director	Miguel Polanco	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
10/31/2021	Monthly OHR and OMWI meetings to collaborate on accomplishing goals set forth in the diversity and inclusion strategic plan.	Yes		
10/31/2021	Quarterly CDI Council meetings that will periodically include ERG members and regional and office representation.	Yes		
10/31/2021	Expanded outreach efforts between OMWI/OHR to use new outreach tools to reach a larger diverse applicant pool.	Yes		
10/31/2022	Applicant Flow Data (AFD) is being shared with Regional directors to a greater extent, and with NCUA leadership. Regions are increasing their outreach and using new outreach methods to attract a larger number of diverse applicants.	Yes		
10/31/2022	Review of Principal Examiner process to identify obstacles within the process that interfere with minority groups passing the exam. This is an issue of pipeline and overall retention since many may leave after not passing the exam.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2021	<p>The agency enhanced its data capabilities in 2020 and 2021 by creating and enhancing its human capital dashboard. The regions and offices have access to this Dashboard and data relevant to their organizations. This allows a transparent picture of the workforce and the opportunity for better, data driven decision making.</p> <p>The Office of Human Resources established a working group to build out resources like a PE Toolkit to assist examiners in preparing for the PE Examination. Further, feedback to testers has been enhanced to aid in the understanding of test results and opportunities to improve for future testing. OHR continues to enhance this program to include administering the exam in a virtual environment and ensuring reasonable accommodation requests are provided expeditiously and meet the needs of the employees.</p>

MD-715 – Part J
Special Program Plan
for the Recruitment, Hiring, Advancement, and
Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and 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.

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
Processing reasonable accommodation requests from applicants and employees	0	0	2	Vanessa Jackson, HR Specialist Office of Human Resources

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

Answer Yes

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: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

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.

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

The 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.

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

The 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).

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

Answer Yes

The 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)

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

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

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.

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 IV: 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 OPPORTUNITIES

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						
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 PWTB 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 PWTB 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 (PWTB) | 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 PWTB 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 PWTB. For awards \$999 and lower, both PWD and PWTB 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 PWTB. 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.

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTB 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 (PWTB) | 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 / PWTB employees as compared to others in the same occupations or grades.

3. If the agency has other types of employee recognition programs, are PWD and/or PWTB 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 (PWTB) | 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 PWTd among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

i. Qualified Internal Applicants (PWTd) Answer Yes

ii. Internal Selections (PWTd) Answer Yes

b. Grade GS-15

i. Qualified Internal Applicants (PWTd) Answer Yes

ii. Internal Selections (PWTd) Answer Yes

c. Grade GS-14

i. Qualified Internal Applicants (PWTd) Answer No

ii. Internal Selections (PWTd) Answer Yes

d. Grade GS-13

i. Qualified Internal Applicants (PWTd) Answer Yes

ii. Internal Selections (PWTd) Answer Yes

((Table B11, relevant applicant pool = CU grade below) • SES (SSP): 5 vacancies; 271 applied; 25 qualified; 20 referred; 5 hired. • PWTd relevant applicant pool: 0.73 • 19 applied (7.0%) • 0 qualified • 0 hired • CU15: 6 vacancies; 148 applied; 44 qualified; 38 referred; 5 hired • PWTd 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 • PWTd 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 PWTD Applied: 19 (7.0%) PWTD qualified: 0 PWTD selected: 0 Supervisor Total: 281 applied, 108 qualified, 96 referred, 13 selected PWTD Applied: 11 (3.9%) PWTD qualified: 5 (4.6%) PWTD referred: 5 (5.2%) PWTD 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 PWTB among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires for Executives (PWTB) Answer Yes
- b. New Hires for Managers (PWTB) Answer N/A
- c. New Hires for Supervisors (PWTB) 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 V: 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 CFR § 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)

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

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 VI: 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 government-wide 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 VII: Identification and Removal of Barriers

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

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect 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
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Barrier Analysis Process Completed?:	N
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Barrier(s) Identified?:	N
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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	<p>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.</p>	Yes		09/30/2022

Report of Accomplishments

Fiscal Year	Accomplishments
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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