

**U.S. Equal Employment Opportunity Commission
Federal Agency Annual
EEO Program Status Report**

Management Directive – 715

**Office of Equal Employment Opportunity
Centers for Disease Control and Prevention
Department of Health and Human Services**

For period covering

October 1, 2018 - September 30, 2019

Part E EXECUTIVE SUMMARY: MISSION

The Centers for Disease Control and Prevention (CDC) is one of the 11 major operating divisions of the Department of Health and Human Services (DHHS) and is the nation's leading public health agency. For more than 70 years, CDC scientists and disease detectives have worked around the world to track diseases, research and end outbreaks, respond to emergencies of all kinds, and use what they learn to strengthen America's health and resilience. CDC works 24/7 to protect America from health, safety, and security threats, both foreign and in the U.S. Whether diseases start at home or abroad, are chronic or acute, curable or preventable, human error or deliberate attack, CDC fights disease and supports communities and citizens to do the same.

CDC is organized into Communities of Practice, each of which include multiple national centers and offices, and are led by a Deputy Director. These areas include:

- Infectious Diseases
- Non-Infectious Diseases
- Public Health Service and Implementation Science
- Public Health Science and Surveillance

There is also the National Institute for Occupational Safety and Health and six offices with direct report into the CDC Director. They include:

- Office of the Associate Director for Communication
- Office of the Associate Director for Policy and Strategy
- Office of the Chief of Staff
- Office of the Chief Operating Officer
- Office of Equal Employment Opportunity
- CDC Washington Office

CDC's Centers, Institute, and Offices (CIOs) allow the agency to be responsive and effective when dealing with public health concerns. Each group implements CDC's response in their areas of expertise, while also providing intra-agency support and resource-sharing for cross-cutting issues and specific health threats, as well as to implement the [CDC Strategic Framework](#). This strategy was built with the input of about one hundred of CDC's best experts, and reflects both the Director's decades of research in virology and epidemiology, along with CDC's deep knowledge and more than 70 years of experience responding to and preventing disease outbreaks. CDC is a large agency with a broad mandate and specific congressional directives; this strategy highlights and reinforces major efforts and goals and is not inclusive of all our important work. The OEEO Deputy Director collaborated with the CDC Workforce Task Force, which was established in January 2019, to incorporate EEO principles into the agency-wide workforce strategy and implementation plan for CDC to build the agency's future public health workforce

through 2030. The Director of CDC is also the Administrator for the Agency for Toxic Substances and Disease Registry (ATSDR). ATSDR is a separate operating division under DHHS but is managed within CDC.

EXECUTIVE SUMMARY: WORKFORCE ANALYSIS

As of September 30, 2019, the total workforce consisted of 9,951 civilian employees: 9,078 (91.23%) permanent, full-time, and part-time career/career-conditional employees and 873 (8.77%) temporary employees. The total workforce represents a decrease of 462 employees (or -4.64%) over FY 2018. Permanent employees decreased by 290 (-3.10%) in 2019, while temporary employees decreased by 172 (-16.46%) over FY 2018.

Workforce Participation Rates by Race/Ethnicity, Sex, and Disability Status

Whites comprised the majority of the CDC permanent workforce in fiscal year (FY) 2019 at 54.47% followed by Blacks at 32.74%. Asians comprised 8.86% of the permanent workforce and Hispanics/Latinos comprised 3.23% of CDC's permanent workforce in FY 2019. Other racial/ethnic groups (i.e., American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander/Two or More Races, and Unknown Race/Ethnicity) comprised less than 1% of CDC's permanent workforce in FY 2019.

CDC has a higher participation rate for females compared to the Civilian Labor Force (CLF) 2010 benchmark rates. CDC permanent and temporary females comprised 64.88% of the workforce compared to males at 35.12%. However, there was a reduction in both males and females in both CDC permanent and temporary positions in FY 2019.

Hispanic/Latino males and females, White males and females, Native Hawaiian and Other Pacific Islander males and females, and American Indian/Alaska Native (AIAN) males and females had lower than expected participation rates when compared to the CLF 2010 benchmark rates. Native Hawaiian/Other Pacific Islanders (NHOPI) and persons of Two or More Races continue to remain largely absent from the permanent workforce.

White males and females, African American males and females, and AIAN females experienced small decreases in participation rates in the permanent workforce between FY 2018 and FY 2019. While the majority of employees are in permanent positions, Asians continue to have a higher percentage of temporary positions. However, there was a slight increase in the percentage of Asians in permanent positions in FY 2019.

Persons with a disability (PWD) make up 14.95% of CDC's permanent workforce, exceeding EEOC's goal of 12.00%. In addition, persons with a targeted disability (PWT) make up 3.45% of the permanent workforce, also exceeding EEOC's goal of 2.00%.

New Hires

During FY 2019, CDC hired 242 new employees: 168 (69.42%) into permanent positions and 74 (30.58%) into temporary positions. This is a reduction of almost 66% from the 719 new hires in FY 2018.

The trend for at least the past five years has been the majority of new permanent hires went to White applicants followed by Black/African American applicants, while the least hired were AI/AN and Hispanic/Latino applicants. This pattern continued for FY 2019.

Workforce Participation by Grade Level

As a medical/scientific research agency, the majority of CDC's permanent employees are in higher-graded professional and administrative positions. However, minority representation in higher grades (i.e., 13, 14, 15, and SES) is disparate compared to whites.

For all grades 13 through SES, White permanent employees had the highest levels in the workforce. In FY 2019 White permanent employees held 53.19% of GS-13 positions compared with 33.16% for Blacks, 10.18% for Asians, and 3.15% for Hispanics. Other race/ethnic groups held less than 1% of GS-13 positions. White permanent employees held 63.34% of GS-14 positions compared to 22.08% for Blacks, 10.63% for Asians, and 3.40% for Hispanics. Again, Other race/ethnic groups held less than 1% or were not represented in the grade.

White permanent employees comprised 77.36% of GS-15 positions compared to 13.44% for Blacks, 6.61% for Asians and 2.48% for Hispanics. Other race/ethnic groups held less than 1% or were not represented in the grade. 80.77% of SES positions were held by White permanent employees compared to 15.38% for Blacks and 3.85% for Hispanics. Asians and Other race/ethnic groups were not represented in SES positions. Overall, the participation rate of Blacks, Asians, Hispanics and Other race/ethnic groups decreased as the grades increased.

PWDs have a participation rate of 14.95% in the permanent workforce and exceeded EEOC's goal of 12.00% in both the GS 1-10 and GS 11-SES grade groupings. PWD comprised 21.37% of GS 1-10 grades and 14.39% of GS 11-15 grades in the permanent workforce. PWTDs have a participation rate of 3.45% in the permanent workforce and exceeded EEOC's goal of 2.00% for GS 1-10 and GS 11-SES. PWTD comprised 5.31% of GS 1-10 grades and 3.26% of GS 11-15 grades in the permanent workforce.

Net Change: Gains and Losses

The net change between gains and losses for permanent employees in FY 2019 was negative (-3.38%), with 168 permanent employee hires and 475 permanent employee separations. Except for American Indian/Alaskan Native females, all employee groups with permanent employees in the workforce in FY 2019 had a negative net change.

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

In FY 2019, CDC made significant strides to address past deficiencies and to establish a model EEO program. The agency strengthened engagement with managers and employees to increase awareness of EEO policies and procedures, to help components within the agency with identifying and addressing EEO-related issues, and to provide the knowledge and skills necessary for all staff to better manage conflict within the workplace.

- The CDC Director signed EEO policy statements, which were shared directly with staff and published on the CDC intranet for further reference.
- The agency established and published an operational policy for [Personal Assistance services](#), which is available to the public and via the CDC intranet for all staff.
- The CDC Office of Equal Employment Opportunity (OEEO) Director provided the State of the Agency address to CDC senior leaders and conducted small-group discussions with senior leaders in CDC's CIOs to provide targeted support and guidance. He also convened quarterly meetings with agency Employee Resource Groups (ERGs) to share information, facilitate collaboration, and address questions and concerns directly.
- OEEO convened an EEO Advisory Group, which is comprised of leaders representing each component within the agency, to advise and recommend management actions to the OEEO Director about the improvement of equal employment practices, conditions, and policies within the agency.
- The agency provided training to managers and employees about the EEO complaint process, Reasonable Accommodation procedures, and the benefit associated with using Alternative Dispute Resolution to address conflicts. The agency also provided training to enhance communication and interpersonal skills and minimize disputes arising from ineffective communication. Several trainings were provided during a two-day EEO Expo for managers and employees in October 2019. This was the first year the agency provided mandatory, web-based harassment prevention training for all managers and an optional companion course for employees.

The agency also took steps toward proactive prevention of discrimination and elimination of barriers to equal employment opportunity in FY 2019.

- The agency continued to support Diversity and Inclusion (D&I) Councils within components across the agency. Activities included lunch and learns, D&I "days" or cultural events, and team building activities. The agency also sponsored two two-day D&I Boot Camps for council members, champions, and other employee organizations to provide guidance and maximize impact of their work. Over 100 individuals participated in the trainings.

- CDC sponsored eight agency-wide Special Emphasis Program observances, including an observance of Pride Month that coincided with the 25th anniversary of the CDC/ATSDR Association for Gay, Lesbian, Bisexual, and Transgender Employees (GLOBE). CDC also launched the Ally program, which provides training and support to increase knowledge and understanding of LGBTQ+ issues in the workplace.
- The Hispanic Working Group, which was charged with conducting the Hispanic barrier analysis, partnered with the Latino/Hispanic Health Work Group (LHHWG) to conduct a voluntary and anonymous survey of its members. Survey results were incorporated into the barrier analysis findings and will be used to inform action planning and execution.
- The Disability Program Manager conducted facility access reviews for six CDC structures, which resulted in the addition of accessible parking spaces, installation of one automated door opener, procurement of two scooters for employees and visitors with mobility challenges, and other changes within restrooms.

CDC EEO programs maintained a focus on efficiency, effectiveness, innovation, and legal compliance throughout the year.

- The Alternative Dispute Resolution (ADR) Team managed 197 requests, with 72% of requests representing Early Intervention. Eighty-two cases were mediated, with 47% of mediations resolved. The top three issues in mediations were related to annual performance plans and reviews, conflicts with supervisors, and harassment/hostile work environment. The ADR Team also
 - launched the development of an ADR Tracking system, which will automate information collection and analysis throughout and across mediation processes
 - provided extensive training throughout the agency on the Prevention of Bullying and Harassment in the Workplace
 - concentrated efforts (i.e., mediation, training, meetings with management) on outreach to CDC campuses outside of Atlanta, including those in Ohio, Pennsylvania, and West Virginia.
- The EEO Complaints Team managed 59 engagements at the pre-complaints stage and 37 new cases. The top three bases for complaints were disability, reprisal, and age and sex. The top three issues were harassment (non-sexual), assignment of duties, and performance evaluations. The EEO Complaints Team also
 - established “EEO Pop Up Station,” which were staffed by EEO personnel across CDC campuses in the Atlanta metro area to provide immediate EEO guidance, answer questions, and build rapport with employees
 - launched “[Civil Treatment](#)” training for managers and employees to help eliminate barriers in communication, reduce bullying, and empower employees to resolve issues at the lowest level
- The Reasonable Accommodation (RA) Team managed 487 requests in FY 2019, with 88% closed within 60 days of receiving qualifying information. The top three accommodations provided were related to modified work schedules (40%), sign language interpreting services (28%), and other than coach class travel and general equipment (both at 12%). The RA Team also
 - established a collaborative relationship with the [Georgia Tech Tools for Life Program](#) to expand access to assistive technology devices and services for CDC staff

- transitioned to an electronic filing system and launched an effort to upgrade and enhance the Accommodation Tracking System
- engaged in process improvements and alignment with the CDC 508 Coordinator, Disability Program Manager, and Medical Review Authorities
- collaborated with the CDC Office of Safety, Security, and Asset Management on use of Comfort and Service Animals on CDC campuses

Lastly, in FY 2019 CDC embarked on the development of a 2020 – 2024 EEO strategic plan, which aligns with the six essential elements of a model EEO program. The plan also builds upon CDC’s commitment to hire, retain, train, and promote a diverse CDC workforce that reflects the agency’s constituencies and supports the public health goal of helping people live safe and healthy lives. The plan was published in June 2020. OEEO will work with agency leaders and staff to implement and ensure accountability for results through FY 2024.

EXECUTIVE SUMMARY: PLANNED ACTIVITIES

During the strategic planning process, OEEO conducted a thorough examination of program strengths, weaknesses, opportunities, and risks, and identified proactive prevention of discrimination as a significant weakness. Specifically, processes and procedures related to barrier analyses, which had been highlighted as deficiencies during past MD-715 self-assessments, were found to be insufficient. Past barrier analysis methods were found to be too limited in scope, with a primary focus on workforce data, to identify specific policies, practices, and procedures that created barriers to equal employment opportunity. In addition, the groups targeted for barrier analyses were too broad (e.g., all people of color) to identify actionable items for any one group. As a result, CDC is retiring the following Plans to Eliminate Identified Barriers related to the following Statements of Condition that were triggers for potential barriers until comprehensive barrier analyses can be conducted:

- I.2 - There continues to be a disparity in the representation of people of color and women in the GS-13 through GS-15, and Senior Level positions. An analysis of workforce data tables reveals people of color have a lower representation rate in grade levels GS-13 and above.
- I.3 - Low participation rate of women, especially Black females and Asian females in executive level positions. Found lower-than-expected participation rates for the above groups when comparing participation rates at the SES level in FY 2017 to the permanent workforce.

As a first step toward strengthening proactive prevention of discrimination going forward, OEEO has convened a group of staff and stakeholders representing the agency to develop processes and procedures, identify existing sources of data, and consider new sources of data to support comprehensive trigger identification processes. The workgroup is expected to recommend trigger identification guidelines for the agency in 2020. Subsequently, the agency will establish processes for comprehensive barrier analysis in 2021.

In addition, in line with HHS’s efforts to develop a model EEO program, the headquarters along with the operating divisions (OpDiv) have been working together to assess the strengths and weaknesses of our EEO and diversity programs. This enhanced partnership began when a new HHS

Deputy EEO Officer and Director, Office of Equal Employment Opportunity, Diversity and Inclusion was appointed in 2019. Through this collaborative headquarters/OpDiv effort, deficiencies were identified related to the integrity of our data and data systems. These data deficiencies were further accentuated by HHS's recent transition to a new human resources system, the Enterprise Human Capital Management System (EHCM), and by the EEOC's changes to the required 2.0 data tables.

HHS headquarters and the OpDivs will be working during the next several months to improve our data systems, data collection methods, reporting mechanisms, and use of the data. We have completed Part E, I, and J for the FY 2019 report with current data, but we have concerns about its integrity. We expect to improve the integrity of the Department's data significantly based upon our Part H Plan. If you have any questions, please feel free to contact Julie Murphy, HHS Deputy EEO Officer/Director, Office of Equal Employment Opportunity, Diversity and Inclusion.

PART F: AGENCY CERTIFICATION FORM (TO BE SIGNED ELECTRONICALLY)

PART G: SELF-ASSESSMENT CHECKLIST

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).

For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of "yes/no" questions, called "measures." To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes", "No", or "NA;" and the second column for the agency to provide "comments", if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FADs) in the EEO complaint process, so it may answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.

A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.

Essential Element A: Demonstrated Commitment From agency Leadership

This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.

Table A1 - Demonstrated Commitment from Agency Leadership

 Compliance Indicator  Measures	A.1 – The agency issues an effective, up-to-date EEO policy statement	Measure Met? (Yes/No/NA)	Comments FY 2019
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 comment's column. [see MD-715, II(A)]	Yes	FY 2019
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)]	Yes	None

Table A2 - Demonstrated Commitment from Agency Leadership

 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments FY 2019
A.2.a	Does the agency disseminate the following policies and procedures to all employees:	Yes	None

 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments FY 2019
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	No	The CDC Director issued a policy statement on Workplace Harassment to all staff on October 15, 2019. The anti-harassment policy is under development.
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	None
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)]	Yes	None
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	None
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	None
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.	Yes	Posted on Intranet (continually); New Employee Orientation (bi-weekly); Supervisory Basic Employee Relations training (quarterly); training for employees throughout the year

 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments FY 2019
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)©] If “yes”, please provide how often.	Yes	New Employee Orientation (bi-weekly); Supervisory Basic Employee Relations training (quarterly); training for employees throughout the year
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)©] If “yes”, please provide how often.	Yes	Posted on Intranet (continually); New Employee Orientation (bi-weekly); Supervisory Basic Employee Relations training (quarterly); training for all employees throughout the year
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.	No	The anti-harassment program is under development.

 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments FY 2019
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.	Yes	Posted on Intranet (continually); New Employee Orientation (bi-weekly); Supervisory Basic Employee Relations training (quarterly); training for all employees throughout the year

Table A3 - Demonstrated Commitment from Agency Leadership

 Compliance Indicator  Measures	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments FY 2019
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.	Yes	CDC EEO Champions recognized during the FY 2019 EEO expo; CDC Honor Awards for Excellence in Human Capital Management – Workforce Diversity
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]	Yes	None

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

This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.

Table B1 -Integration of OEE0 into the Agency’s Strategic Mission

 Compliance Indicator  Measures	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.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	No	The EEO Director works day-to-day with the agency Chief Operating Officer who works day-to-day with the CDC Director. This is similar to CDC CIOs, who work day-to-day with the Principal Deputy.
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.	Yes	EEO Director works day-to-day with the agency Chief Operating Officer, who works day-to-day with the CDC Director. This is similar to CDC programs, who work day-to-day with the Principal Deputy.

 Compliance Indicator  Measures	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.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	No	According to the official organizational chart, all units report to the CDC Office of the Director, either directly or through a sub-unit.
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]	Yes	None
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.	Yes	October 1, 2019
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)]	Yes	None

Table B2 – Integration of OEEO into the Agency's Strategic Mission

 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	Yes	None

 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments FY 2019
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	None
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.]	Yes	None
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	Final Agency Decisions issued by HHS
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	None
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)]	Yes	None
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) and (c)(3)]	N/A	No subordinate level components

Table B3 - Integration of OEE0 into the Agency's Strategic Mission

 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	Yes	None

 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments FY 2019
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.	No	CDC released a strategic framework in 2019, which is tied to human capital planning.

Table B4 - Integration of OEEO into the Agency's Strategic Mission

 Compliance Indicator  Measures	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments FY 2019
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:		None
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes	None
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	None
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)]	No	See Part H from the Department
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.	Yes	None
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)]	N/A	No subordinate level components
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	None

 Compliance Indicator  Measures	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments FY 2019
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.	No	See Part H from the Department
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]	Yes	None
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]	No	The anti-harassment program is under development.
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	None
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	None
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)]	Yes	None
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	None
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?	Yes	None
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?	Yes	None

Table B5 - Integration of OEEO into the Agency’s Strategic Mission

 Compliance Indicator  Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments FY 2019
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:		None

 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments FY 2019
	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.		
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	None
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	None
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	No	The anti-harassment policy is under development. See Part H
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)]	Yes	None
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)]	Yes	None

Table B6 - Integration of OEE0 into the Agency’s Strategic Mission

 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments FY 2019
	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]	Yes	None
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes	None
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]	Yes	None
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)]	N/A	The agency completed a Hispanic barrier analysis in FY 2020. An action plan is under development.

Essential Element C: Management and Program Accountability

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency’s EEO Program and Plan.

Table C4 -Management and Program Accountability

 Compliance Indicator  Measures	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments FY 2019
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.	N/A	No 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.	N/A	No 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)]	N/A	No subordinate level components

Table 5 - Management and Program Accountability

 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	No	The anti-harassment policy is under development. See Part H.

 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments FY 2019
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]	N/A	The anti-harassment policy is under development. See Part H.
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)]	N/A	The anti-harassment policy and program are under development. See Part H.
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)]	Yes	None
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.]	N/A	The anti-harassment policy and program are under development. See Part H.

 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments FY 2019
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 <u>Complainant v. Dep’t of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep’t of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If “no”, please provide the percentage of timely-processed inquiries in the comments column.	Yes	Currently, the Workforce Relations Office conducts an inquiry into harassment raised in the EEO complaint process when forwarded to the office. An Anti-Harassment Program and Policy are under development, which will formalize procedures to manage harassment allegations.
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)]	N/A	The anti-harassment policy and program are under development. See Part H.
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)]	Yes	None
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)]	Yes	None
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)]	Yes	None

 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	Yes	None
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)]	Yes	None
C.2.b.5	Does the agency process all accommodation requests 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 in the comments column.	Yes	None
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)]	Yes	None
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	https://www.cdc.gov/eo/ra/policy.htm

Table C3 - Management and Program Accountability

 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments FY 2019
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?	Yes	None
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		None

 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments FY 2019
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes	None
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)]	Yes	None
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	None
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]	Yes	None
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	None
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	None
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	None
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	N/A	The anti-harassment policy and program are under development. See Part H.
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)]	Yes	None
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)]	N/A	No findings of discrimination in FY 2019
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)]	N/A	No findings of discrimination in FY 2019

Table C6 - Management and Program Accountability

 Compliance Indicator  Measures	C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	Yes	None
	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]	Yes	None
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	No	Pending Part H from HHS
C.4.d	Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes	None
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)]	Yes	None
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	None
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	None
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	None
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	None

Table C5 - Management and Program Accountability

 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments FY 2019
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)	Yes	None
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.	Yes	No findings of discrimination in FY 2019
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? [see MD-715, II(C)]	Yes	None

Table C6 - Management and Program Accountability

 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments FY 2019
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.	Yes	The EEO Director provides the Annual State of the Agency address and meets with senior leaders for CDC components periodically throughout the year.
C.6.b	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	None

Essential Element D: Proactive Prevention

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

Table D1 - Proactive Prevention

 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments FY 2019
	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]	Yes	None
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; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	No	The OEEO Director convened a workgroup to formalize procedures for trigger identification, which are anticipated in 2020.
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)]	Yes	CDC previously used an HHS exit survey, but HHS discontinued its use due to security concerns. After careful review across CDC, we identified components within the agency where this is happening and will continue to expand this critical activity.

Table D2 - Proactive Prevention

 Compliance Indicator  Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments FY 2019
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	A Hispanic Work Group, which was established in FY 2018 to examine barriers to equal employment for Hispanics, conducted an analysis of workforce data and administered a survey of Hispanic employees in FY 2019. The agency has since convened a workgroup to formalize comprehensive processes and procedures for trigger identification.
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)]	No	OEEO and HRO are planning a retreat to formalize processes to examine the impact of management/personnel policies, procedures, and practices. See Part H.
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)]	Yes	None

 Compliance Indicator  Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments FY 2019
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, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.	Yes	A Hispanic Work Group, which was established in FY 2018 to examine barriers to equal employment for Hispanics, conducted an analysis of workforce data and administered a survey of Hispanic employees in FY 2019.

Table D3 - Proactive Prevention

 Compliance Indicator  Measures	D.3 – The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	N/A	The agency is currently developing an action plan based on the findings of the Hispanic barrier analysis.
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)]	N/A	The agency is currently developing an action plan based on the findings of the Hispanic barrier analysis.
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	N/A	The agency is currently developing an action plan based on the findings of the Hispanic barrier analysis.

Table D4 - Proactive Prevention

 Compliance Indicator  Measures	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	Measure Met? (Yes/No/NA)	Comments FY 2019
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	https://www.cdc.gov/eo/eoguidance/programs.htm
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)]	Yes	None
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)]	Yes	None
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)]	Yes	None

Essential Element E: Efficiency

This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency’s EEO programs and an efficient and fair dispute resolution process.

Table E1 - Efficiency

 Compliance Indicator  Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments FY 2019
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	None

 Compliance Indicator  Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)?	Yes	None
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	None
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.	Yes	The agency averages 20 days to issue acceptance/dismissal decisions.
E.1.e	Does the agency ensure 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)?	Yes	None
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	None
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)?	Yes	None
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	No	See Part H from the Department
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)?	No	See Part H from the Department
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.	N/A	Refer to HHS
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)]	Yes	None

 Compliance Indicator  Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments FY 2019
E.1.I	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)]	Yes	None

Table E2 - Efficiency

 Compliance Indicator  Measures	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments FY 2019
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.	Yes	There is a firewall between the EEO function and the agency's defensive function. The firewall ensures that actions taken by the agency to protect itself from legal liability will not negatively influence or affect the agency's process for determining whether discrimination has occurred and if such determination did occur, remedying it at the earliest stage possible.

 Compliance Indicator  Measures	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments FY 2019
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 location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	The attorney who conducts legal sufficiency reviews is within OEE0.
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)]	N/A	The EEO office does not rely on the agency’s defensive function for sufficiency reviews.
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)]	Yes	None
E.2.e	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)	Yes	None

Table E3 - Efficiency

 Compliance Indicator  Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	Yes	None
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)]	Yes	None
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	None
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)]	Yes	None

 Compliance Indicator		Measure Met? (Yes/No/NA)	Comments FY 2019
 Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.		
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)]	Yes	None
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	None

Table E4 - Efficiency

 Compliance Indicator		Measure Met? (Yes/No/NA)	Comments FY 2019
 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)]	Yes	None
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	No	See Part H for HHS plan.
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	No	See Part H for HHS plan.
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)]	No	See Part H for HHS plan.
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	None
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]	No	The anti-harassment policy and program are under development. See Part H.
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]	No	See Part H for HHS plan.

Table E5 - Efficiency

 Compliance Indicator  Measures	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments FY 2019
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.	Yes	The agency monitors trends in workforce data, requested and provided accommodations, participation in EEO training, and participation in Special Emphasis Programs.
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.	Yes	The EEO Director and managers meet regularly with representatives from other Operating Divisions, share CDC best practices, and consider best practices from other agencies for adoption at CDC. CDC also convened a group to formalize processes for trigger identification, which included consultations with other agencies to review 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)]	Yes	None

Essential Element F: Responsiveness and Legal Compliance

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

Table F1 -Responsiveness and Legal Compliance

 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments FY 2019
	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)]	Yes	None
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)]	Yes	None
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	None
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	None
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)]	Yes	None

Table F2 – Responsiveness and Legal Compliance

 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments FY 2019
	F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.		
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	None

 Compliance Indicator  Measures	F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	Yes	None
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]	Yes	None
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)]	Yes	None
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	None

Table F3 – Responsiveness and Legal Compliance

 Compliance Indicator  Measures	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments FY 2019
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)]	Yes	None
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	None

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model EEO Program Essential Element Deficiency

Compliance Indicator	Brief Description of Program Deficiency
B.1.a; B.1.a.2, B.3.b	The EEO Director's reporting structure is not aligned with EEOC recommendations, and CDC's current strategic plan does not reference EEO, diversity, and inclusion principles.

Objectives(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
5/01/2019	Incorporate EEO, diversity, and inclusion principals into the CDC strategic framework	9/30/2019	12/31/2020	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, OEEO	Reginald R. Mebane	No

Report of Accomplishments

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Data (mm/dd/yyyy)	Completion Data (mm/dd/yyyy)
09/30/2019	EEO Director will continue to work with other CDC senior leadership to revise the new strategic framework and reconsider the current reporting structure for the EEO Director	Yes	09/30/2020	

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<ul style="list-style-type: none"><li data-bbox="598 280 1801 381">• OEEO Deputy Director collaborated with the CDC Workforce Task Force, which was established in January 2019, to incorporate EEO principles into the agency-wide workforce strategy and implementation plan for CDC to build the agency’s future public health workforce through 2030.

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Compliance Indicator	Brief Description of Program Deficiency
A.2.a.1; B.4.a.9; C.2.a; E.4.a.6	CDC does not currently have an Anti-Harassment Policy or Program.

Objectives(s) and Dates for EEO Plan

Data Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Data (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2015	Develop an Anti-Harassment Policy and Program.	09/30/2017	12/31/2020	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, OEEO	Reginald R. Mebane	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2019	<p>Develop policy and program to provide prompt investigation of allegations harassment outside of the EEO complaint process. Highlights will include –</p> <ul style="list-style-type: none"> • Investigations will be conducted by external, contract investigators, or by managers trained to conduct investigations, • Investigation will be initiated within 5 calendar days of the allegation. • All allegations of harassment will be investigated. • All investigations will be completed within 30 calendar days of the allegation. • Appropriate and timely disciplinary action will be taken when there is a finding of harassment. • Employees will continue to have the option of filing an EEO Complaint concurrently. <p>Employees who raise allegations that do not rise to the level of harassment (e.g., those where there is no protected basis), may opt to utilize the procedures that were established to address bullying.</p>	Yes	9/30/2020	
10/01/2019	Modify existing policy statement on the Prevention of Harassment to align with the components of the Anti-harassment Program.	Yes	10/01/2020	
12/31/2020	Program implementation	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2019	<ul style="list-style-type: none"> • OEEO provided training throughout the year, with 859 participants in anti-harassment, anti-bullying, and conflict management courses between October 1, 2018 and September 30, 2019. • The agency developed and, effective August 2019, offered two web-based courses outlining key principles, legal concepts, and best practices to prevent and respond to harassment at work. <ul style="list-style-type: none"> ○ Harassment Prevention: A Commonsense Approach for Employees ○ Harassment Prevention: A Commonsense Approach for Managers – mandatory for all managers and supervisors <p>Twenty-four percent of all managers and supervisors completed the course by September 30, 2019, and fifty-five percent of all managers and supervisors completed the course by December 31, 2019.</p>

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Compliance Indicator	Brief Description of Program Deficiency
D.1.b; D.2.b	CDC does not have established procedures for ongoing trigger identification, barrier analysis, or to regularly examine the impact of management policies by race, national origin, sex, and disability.

Table 7 - Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
5/01/2019	Formalize procedures for ongoing trigger identification and barrier analysis	09/30/2020		
06/02/2020	Establish and formalize mechanisms to regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability	12/31/2020		

Table 8 - Responsible Official(s)

Title	Name	Performance Standards Address the Plan (Yes or No)
Director, OEEO	Reginald R. Mebane	Yes
Deputy Director, OEEO	Linnet Griffiths	Yes

Planned Activates Toward Completion of Objective 1

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2019	Establish internal working group to review existing data sources and identify new sources for trigger identification	Yes		10/24/2019
09/30/2019	Identify gaps in data collection and reporting and recommend changes to address gaps; Identify opportunities and resources to collect and analyze required data for trigger identification	Yes	09/30/2020	
10/01/2020	Initiate trigger identification processes and procedures	Yes		

Planned Activates Toward Completion of Objective 2

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/01/2020	Convene OEEO, HRO, and OMHHE for a series of meetings to pinpoint challenges to joint examination of policies, practices, and procedures by race, national origin, sex, and disability and impact on protected groups	Yes	07/31/2020	
12/31/2020	OEEO, HRO, and OMHHE leadership and Subject Matter Experts develop and launch implementation of action plans for change	Yes		

Table 9 - Report of Accomplishments

Fiscal year	Accomplishments
2019	<ul style="list-style-type: none"> Educated the 25-member EEO Advisory Group (EEOAG) about trigger identification, barrier analysis, and agency deficiencies related to proactive prevention of discrimination Convened an EEOAG sub-group to work with OEEO to develop processes and procedures for trigger identification

MD-715 – Part I-1
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier

Source of the Trigger	Specific Workforce Data	Narrative Description of Trigger
Workforce data	A1	The Agency continues to experience less than expected participation rates for both Hispanic males (1.29% vs. 5.17%) [1.28% in 2017] and Hispanic females (1.86% vs. 4.79%) [1.83% in 2017] when compared to their 2010 CLF benchmarks.

EEO Group(s) Affected by Trigger

- All Men
- All Women
- **Hispanic or Latino Males**
- **Hispanic or Latino Females**
- White Males
- White Females
- Black or African American Males
- Black or African American Females
- Asian Males
- Asian Females
- Native Hawaiian or Other Pacific Islander Males

- Native Hawaiian or Other Pacific Islander Females
- American Indian or Alaska Native Males
- Two or More Races Males
- Two or More Races Females

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p>CDC conducted an analysis of workforce data for permanent employees in workforce data tables A8 and A14. The agency also analyzed Applicant Flow Data (AFD).</p> <p>Workforce Data Both Hispanic males (1.30% vs. 5.17% CLF) and Hispanic females (1.95% vs. 4.79% CLF) were hired at rates lower than their benchmark rates. Hispanic males and females were voluntarily separated at lower rates than their participation in the workforce at the beginning of FY 2018 (1.07% vs. 1.28% PWF) and (1.25% vs. 1.83% PWF). There was one involuntary separation for Hispanic females (1.72%) during FY 2018. CDC’s permanent workforce shrunk at a greater rate (-1.77%) than Hispanic males (-0.82%) and Hispanic females (-0.57%), resulting in a slight increase in their participation rates (0.01%) and (0.03%) respectively.</p> <p>Applicant Flow Data When applying for MCOs, the percentage of Hispanics who self-identified exceeded their relevant Civilian Labor Force participation rate for all of the remaining mission critical series, with the exception of 2210 for Hispanic females (1.41% vs. 2.17% OCLF). In addition, there were no Hispanic women who self-identified for 0602 positions. The same held true for Hispanics who self-qualified.</p> <p>The pattern for referrals was slightly different. For Hispanic males, their percentages dropped below the OCLF benchmark for the 0401 series and no self-identified Hispanic males were referred for the 0602 series. For Hispanic females, their percentages dropped below the OCLF benchmark for the 0301, 0401, and 2210 series.</p>
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	During FY 2018, CDC used data from the annual EEOC report to the President to support initiation of the Hispanic Working Group and initiate Hispanic Barrier Analysis process.
Other (Please Describe)	Yes	In FY 2019, the Latino/Hispanic Health Work Group (LHHWG), an official scientific work group within CDC comprised of CDC staff whose work involves science, policy, or programs related to Latino/Hispanic health, conducted a voluntary and anonymous survey of its members to inform the work of the Hispanic Working Group. The survey was administered to collect information about 1) perceived discrimination experienced by the survey respondent, 2) perceived discrimination experienced by staff known to the survey respondent, 3) recommendations to maximize opportunities for persons of Hispanic/Latino/Spanish origin at CDC. Of the 129 LHHWG members who were Full time equivalents (FTEs) or Commissioned Corps officers on January 31, 2019, 80 members responded (62% response rate).

Status of Barrier Analysis Process

Barrier Analysis Process Completed? Yes

Barrier(s) Identified? Yes

Statement of Identified Barrier(s)

Description of Policy, Procedures, or Practice

BARRIER ANALYSIS RESULTS

- The results of the analysis indicate that there are institutional barriers to hiring Hispanics.

- The Agency lacks a strategic and coordinated plan for hiring and promoting Hispanics.
- There are limited funds for strategic recruitment and outreach, which further restricts targeted recruitment for Hispanics outside of the local commuting area.
- There are limited entry level positions (GS-5 to GS-9) available and utilized.
- The available hiring flexibilities are underutilized, and there is a lack of visibility and/or understanding of the potential use of career ladder positions to attract and retain candidates in mission critical occupational series.
- The analysis also indicates that there are attitudinal barriers to hiring Hispanics.
 - Some managers and supervisors have not received information about Executive Order 13171 instructing federal agencies to improve the representation of Hispanics in federal employment.

There is perceived cultural and language bias in the hiring and selection process, including selection for promotions, temporary details, and global assignment.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
1. Convene Hispanic Working Group to conduct barrier analysis.	04/01/2017	07/30/2018	Yes		08/02/2018
2) Appoint a Collateral Hispanic Employment Program Manager until funding is approved for a permanent position.	04/01/2017	07/30/2018	Yes		08/20/2018
3. Finalize Hispanic/Latino Barrier Analysis Report	04/01/2017	09/30/2017	Yes	09/30/2018	08/31/2019
4. Inform CDC workforce of the outcome of the barrier analysis and recommendations.	08/28/2019	10/30/2019	Yes		10/04/2019
5. Finalize Action Plan based on barrier analysis results and HWG recommendations	08/28/2019	09/30/2020	Yes		

Table 10 - Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
1. HRO Director	Dia Taylor	Yes

Title	Name	Performance Standards Address the Plan? (Yes or No)
2. EEO Director	Reginald Mebane	Yes

Table 11 - Planned Activities Toward Completions of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
7/31/2020	HRO/EEO Senior Leadership Retreat to discuss HWG recommendations and identify specific objectives, strategies, and action steps.		
9/30/2020	Disseminate draft action plan, timelines, and key performance indicators to agency stakeholders.		
10/30/2020	Solicit membership for Hispanic Strategic Action Tiger Team (HSSAT); request representation from each CIO		

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<p>On October 11, 2018, The Hispanic Work (Barrier Analysis) Group and Office of Equal Employment Opportunity published an article, Diversifying CDC’s Workforce: Hispanics/Latinos, to highlight agency efforts to diversify its workforce, including attracting, hiring, and retaining Hispanics/Latinos. The article, published in CDC Connects, described the purpose for the workgroup and plans for conducting the barrier analysis.</p> <p>On the same date, the Human Resource Office Strategic Programs Office announced CDC’s 2019 Hispanic Internship Program. The program is a partnership with two vendors, the Hispanic Association of Colleges and Universities (HACU) and The Washington Center (TWC), to provide professional development and career networking opportunities for Hispanic students.</p> <p>1) The Latino/Hispanic Health Work Group (LHHWG), an official scientific work group within CDC comprised of CDC staff whose work involves science, policy, or programs related to Latino/Hispanic health, conducted a voluntary and anonymous survey of its members to inform them of the Hispanic Working Group. The survey was administered in January and February 2019 to collect information about:</p> <ul style="list-style-type: none"> – Perceived discrimination experienced by the survey respondent – Perceived discrimination experienced by staff known to the survey respondent – Recommendations to maximize opportunities for persons of Hispanic/Latino/Spanish origin at CDC <p>2) CDC coordinated and participated in 60 recruitment and outreach events throughout the year, including multiple events targeting Hispanics. A sample of events include the following:</p> <ul style="list-style-type: none"> – Hispanic Association of Colleges and Universities 33rd Annual Conference – 19th Annual Latino Youth Leadership Conference – San Antonio Colleges and Universities Career Centers Association Career Presentation – League of United Latin American Citizens (LULAC) National Convention & Expo – Congressional Hispanic Caucus Institute Leadership Conference – Prospanica Conference & Career Expo <p>CDC also collaborated with other Department of Health and Human Services Operating Divisions to reach Hispanic and minority serving institutions by conducting joint in-person and virtual recruitment information sessions about the Pathways for Students and Recent Graduates to Federal Careers program. The Human Resources Office has also continued to provide CDC Learning Sessions, which were designed to educate the CDC community, hiring managers, and potential applicants on the various hiring mechanisms available to secure diverse talent.</p>

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 plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

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

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) | Yes | No X |
| b. Cluster GS-11 to SES (PWD) | Yes | No X |

No. GS-1 to GS-10 (PWD) (permanent) = 21.37%

No. GS-11 to SES (PWD) (permanent) = 14.39%

No. Totals (PWD) (permanent) = 14.95%

Schedule A employee (Persons With Disabilities) must complete the SF-256 specifying their disability.

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) | Yes | No X |
| b. Cluster GS-11 to SES (PWTD) | Yes | No X |

No. GS-1 to GS-10 (PWTD) (permanent) = 5.31%

No. GS-11 to SES (PWTD) (permanent) = 3.27%

No. Totals (PWTD) (permanent) = 3.45%

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

The agency has communicated numerical goals to CDC leaders through the CDC Management Official Team (MOT). The agency also uses other methods to communicate the numerical goals to hiring managers and recruiters. They include facilitation of Schedule A/Persons with Disabilities presentations, Road Shows with the Strategic Programs Office Recruiter Cadre, and use of the Strategic Recruiting Tracking System (SRTS). The SRTS is a data base used to house resumes and Schedule A letters for Persons with Disabilities and Veterans. All CDC Hiring managers have access to the SRTS and can select and hire qualified candidates with disabilities non-competitively. The agency also publishes a CDC Scorecard to hiring managers, which provides a quarterly snapshot of agency performance related to hiring initiatives, including those related to PWD. Additionally, the Disability Program Manager (DPM) communicates hiring goals and initiatives to supervisors/managers during briefings and training opportunities.

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

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.

Yes X

No

Responsible Staff Identify

Disability Program Task	#of FTE Staff by Employment Status (Full Time)	#of FTE Staff by Employment Status (Full Time)	#of FTE Staff by Employment Status (Full Time)	Responsible Official (Name, Title, Office, Email)
Processing applications from PWD and PWTD	2			Darlene Lumpkin, Sr. HR. Specialist, CDC/HRO, Special Emphasis Program, Client Services Office Thayes Carswell, CDC/HRO, Strategic Program Offices

Disability Program Task	#of FTE Staff by Employment Status (Full Time)	#of FTE Staff by Employment Status (Full Time)	#of FTE Staff by Employment Status (Full Time)	Responsible Official (Name, Title, Office, Email)
Answering questions from the public about hiring authorities that take disability into account	2			Darlene Lumpkin, Sr. HR. Specialist, CDC/HRO, Special Emphasis Program, Client Services Office Thayes Carswell, CDC/HRO, Strategic Program Offices; Cadacia Green, Disability Program Manager, CDC/OEEO
Processing reasonable accommodation requests from applicants and employees	5			Anthony Stockton, EEO Manager, CDC/OEEO; Michelle Williams, EEO Specialist, CDC/OEEO
Section 508 Compliance	1			Mark Urban, CDC Section 508 Coordinator, CDC/OCOO
Architectural Barriers Act Compliance	1			Cadacia Green, Disability Program Manager, CDC/OEEO
Special Emphasis Program for PWD and PWTD	2			Donna Jordan, Special Emphasis Team Chief, Client Services Office Cadacia Green, Disability Program Manager, CDC/OEEO

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.

Yes X No

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*.

Yes X No

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 Applicants with Disabilities

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

CDC implements a comprehensive annual plan to increase the recruitment and hiring of individuals with disabilities.

CDC's Human Resources Office Special Emphasis Programs have been established to promote equal opportunity in the hiring, advancement, training, and treatment of persons and veterans with disabilities, women, and minorities. HRO coordinated several events throughout the year that focused on the recruitment and retention of PWDs.

CDC also has a Recruiter Cadre, comprised of representatives from each Center, Institute, and Office, (CIO), along with other key partners, that focuses on filling mission-critical positions while ensuring a diverse workforce.

CDC uses the Strategic Recruitment Tracking System (SRTS) as a repository to house the resumes of Schedule A and other candidates who could be hired noncompetitively. CDC promotes non-competitive hiring as a practice during the pre-consultation stage of hiring actions. In addition, applicants applying to vacancies as a schedule A applicant are placed on a non-competitive referral list. Hiring managers have the option of selecting candidates, from the SRTS, who can be non-competitively hired following a review of their qualifications for the positions.

FY 2019 Recruitment and Outreach Summary

- **Total Events: 60 approved and attended**
- **Total Number of events targeting Veterans: 12**
- **Total Number of events targeting Persons with Disabilities: 4**

Fast Facts

- **Total number of contacts: 1772**
- **Number of veterans reached: 180**
- **Number of Persons with Disabilities: 43**

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.

CDC has authority to utilize 5 CFR 213.3102(u) to hire persons under the schedule A authority, as well as the use of schedule A to hire students under the workforce recruitment plan (WRP), Persons with Disabilities Internship Program, and **Non-Paid Work Experience Program** for disabled veterans. HRO discusses hiring flexibilities and provides Schedule A and Veterans information during the pre-consultation phase of the hiring process.

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 CDC uses the Strategic Recruitment Tracking System (SRTS), as a repository to house the resumes of candidates eligible for schedule A. HR Staff consult with candidates to determine eligibility for schedule A hiring and upload information into SRTS. During pre-consultation phase of each hiring process, HR Staff provides a list of eligible candidates in SRTS for consideration by hiring managers. SRTS is also discussed with hiring managers during the consultation phase of the hiring process. Hiring managers have access to SRTS to search for candidates who are eligible under schedule A and non-competitive hiring options on a continuous basis.

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.

Yes X No N/A

Yes. The Schedule A program and hiring flexibilities are discussed with agency hiring managers during the Enterprise Hiring Planning meetings, during pre-consultation and consultation meetings for all hiring actions, and during disability program meetings.

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 agency’s HRO and EEO office work in partnership with the Veteran’s Administration to recruit individual via the Non-Paid Veteran’s Program. This mechanism is used to train and hire persons with disabilities.

The Disability Program Manager also maintains partnerships with the Department of Labor, Disability Link, and various Rehabilitation Centers and Programs in the community to promote the Schedule A program.

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)		
i. Cluster GS-1 to GS-10 (PWD)	Yes	No X
ii. Cluster GS-11 to SES (PWD)	Yes	No X
b. New Hires for Permanent Workforce (PWTD)		
i. Cluster GS-1 to GS-10 (PWTD)	Yes X	No
ii. Cluster GS-11 to SES (PWTD)	Yes	No X

The hiring rate for PWTD in the grade clusters GS-00 to 10 was 1.79%, which is below the target of 2%.

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.

a. New Hires for MCO (PWD)	Yes X	No
b. New Hires for MCO (PWTD)	Yes X	No

No PWD were selected for the following MCO series: 0101 Social Science; 0201 Human Resources Management; 0301 Miscellaneous Administration and Program; 0403 Microbiology; 0602 Physician; 0610 Nursing; 1102 Contracting, and 1320 Chemistry.

PWD were selected for the following MCO series: 0601 General Medical and Healthcare (0.36%), 0685 Public Health Program Specialist (0.58%), and 2210 Information Technology Management (1.28%).

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.
- | | | |
|--|-------|----|
| a. Qualified Applicants for MCO (PWD) | Yes X | No |
| b. Qualified Applicants for MCO (PWTD) | Yes X | No |

No PWD who were internal applicants and qualified for the following MCO series were selected: 0101 Social Science; 0403 Microbiology; 0601 General Medical and Healthcare; 0602 Physician; 0610 Nursing; 1102 Contracting, and 1320 Chemistry.

PWD were selected for MCO series 0685 Public Health Program Specialist at a rate of 1.02%.

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.
- | | | |
|------------------------------|-------|----|
| a. Promotions for MCO (PWD) | Yes X | No |
| b. Promotions for MCO (PWTD) | Yes X | No |

No qualified PWD were promoted to MCOs: 0343 Management and Program Analysis; 0401 General Natural Resources Management and Biological Sciences; 0403 Microbiology; 0601 General Medical and Healthcare; 0602 Physician; 1102 Contracting, and 1320 Chemistry.

The rate of PWD promoted to MCO series 0201 Human Resources Management was 1.23, 0301 Miscellaneous Administration and Program was 1.59%, and 0685 Public Health Program Specialist was 1.22%.

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 PWTDD, have sufficient opportunities for advancement.

CDC leaders are dedicated to implementing training and programs designed to enhance organizational knowledge and opportunities for advancement. The Agency supports a learning environment that promotes excellence and may lead to promotion opportunities.

CDC has diverse career development and training opportunities for its employees. The Human Resources Office (HRO), through the CDC University, provides guidance, training, and developmental opportunities to all CDC employees. Career development is a shared responsibility between an employee and his or her respective supervisor and manager. The cornerstone of the agency's programs is the Individual Development Plan (IDP), which is required for all employees.

The Schedule A program is widely marketed as a hiring flexibility. Candidates may be hired for career ladder positions.

B. Career Development Opportunities

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

Career development opportunities are provided in all of the categories listed below.

- The Pathways Internship Program provides students with paid opportunities to work and explore Federal careers while still in school.
- The Pathways Public Health Associates Program (PHAP) is a 2-year program with formal training and developmental opportunities to meet specific agency needs. The applicant pool can vary between 2,000-4,000 applicants, and the class size varies from 110-200 annually depending on program funds.
- The Presidential Management Fellow program is a 2-year leadership development program.
- The CDC-University has a robust mentoring and coaching program, available to all staff.
- OEEO and the National Center for Birth Defects and Developmental Disabilities collaborated to establish the agency's first Mentoring/Coaching Circle for PWDs and Veterans to support career advancement and personal and professional development.

b. Selections (PWD)	Yes	No	N/A X
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Data are not available to complete a comprehensive assessment of participation by PWD and PWTD. CDC will be working during the next several months to improve our data systems, data collection methods, reporting mechanisms, and use of data, including data regarding career development programs. See the Executive Summary of Planned Activities for additional details regarding data concerns and Part H for the HHS/CDC plan to address deficiencies.

Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a. Applicants (PWTD)	Yes	No	N/A X
b. Selections (PWTD)	Yes	No	N/A X

Data are not available to complete a comprehensive assessment of participation by PWTD in career development opportunities. CDC will be working during the next several months to improve our data systems, data collection methods, reporting mechanisms, and use of data, including data regarding career development programs. See the Executive Summary of Planned Activities for additional details regarding data concerns and Part H for the HHS/CDC plan to address deficiencies.

C. Awards

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

a. Awards, Bonuses, & Incentives (PWD)	Yes X	No
b. Awards, Bonuses, & Incentives (PWTD)	Yes X	No

The inclusion rate for PWD is 14.92%. PWD receiving cash awards was below the inclusion rate for: \$1000 - \$1999 at 13.96%; \$2000 - \$2999 at 11.64%; \$3000 - \$3999 at 8.03%; \$4000 - \$4999 at 7.95%; \$5000 - \$5999 at 3.57%; \$6000 - \$6999 at 10%; \$7000 - \$7999 at 0%; \$8000 - \$8999 at 0%; \$9000 - \$9999 at 7.69%; \$10000 - \$19999 at 8%, and \$20000 - \$29999 at 0%.

The inclusion rate for PWTD is 2.06%. PWTD receiving cash awards was below the inclusion rate for: \$5000 - \$5999 at 1.79%; \$6000 - \$6999 at 0%; \$7000 - \$7999 at 0%; \$8000 - \$8999 at 0%; and \$20000 - \$29999 at 0%.

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

- | | | |
|-------------------------|-------|------|
| a. Pay Increases (PWD) | Yes X | No |
| b. Pay Increases (PWTD) | Yes | No X |

The inclusion rate for persons with disabilities (PWD) is 14.92%. PWD receiving quality step increases was below the inclusion rate at 13.51%.

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

- | | | | |
|--------------------------------------|-----|----|-------|
| a. Other Types of Recognition (PWD) | Yes | No | N/A X |
| b. Other Types of Recognition (PWTD) | Yes | No | N/A X |

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.

a. SES		
i. Qualified Internal Applicants (PWD)	Yes X	No
ii. Internal Selections (PWD)	Yes X	No
b. Grade GS-15		
i. Qualified Internal Applicants (PWD)	Yes X	No
ii. Internal Selections (PWD)	Yes X	No
c. Grade GS-14		
i. Qualified Internal Applicants (PWD)	Yes X	No
ii. Internal Selections (PWD)	Yes X	No
d. Grade GS-13		
i. Qualified Internal Applicants (PWD)	Yes X	No
ii. Internal Selections (PWD)	Yes X	No

For promotions to GS 13 positions, 8.63% of PWD who were internal applicants were qualified, 6.57% were qualified for promotions to GS 14 positions, and 5.91% were qualified for GS 15 positions. For promotions to SES positions, 3.33% PWD were qualified. Of those qualified, 8% were selected for promotions to GS 13 positions, 1.97% for promotions to GS 14, and 0% for promotions to both GS 15 and SES.

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.

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

1.25% of individuals who identified as PWTD qualified for promotions to GS 13, 1.56% qualified for GS 15, and 1.23% qualified for SES. Of those PWTD qualified, 0.02% were selected for promotions to GS 13. Zero percent (0%) of PWTD were selected to GS 14, GS 15, nor SES grades.

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.

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

4.53% of new hire applicants identified as PWD for grade GS 13. 5.47% identified as PWD for grade GS 14 and 4.7% identified as PWD for grade GS 15. 9.09% identified as PWD for SES grades. 2.68% of those who identified as PWD were selected for grade GS 13 while none (0%) who identified as PWD were selected for grades GS 14, GS 15 and SES.

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.

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

Of those identified as PWTD for grade GS 13, 1.11% were qualified. 5.16% were qualified for GS 14 grades. Zero percent (0%) of new hire applicants who identified as PWTD were qualified for SES grades. 0.01% of new hire applicants who identified as PWTD and were qualified were selected for grade GS 13. No PWTD who qualified were selected for grades GS 14, GS 15 and SES

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.

- | | | | |
|--|-----|---|----|
| a. Executives | | | |
| i. Qualified Internal Applicants (PWD) | Yes | X | No |

i. Internal Selections (PWD)	Yes X	No
b. Managers		
i. Qualified Internal Applicants (PWD)	Yes X	No
ii. Internal Selections (PWD)	Yes X	No
c. Supervisors		
i. Qualified Internal Applicants (PWD)	Yes X	No
ii. Internal Selections (PWD)	Yes X	No

10% of internal applicants who identified as PWD applied to internal promotions for positions as supervisors; however, none were selected. 7.10% of internal applicants who identified as PWD applied to promotions for managerial positions; however, none were selected. 6.02% of internal applicants who identified as PWD applied for promotions to executive positions; however, none were selected.

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.

a. Executives		
i. Qualified Internal Applicants (PWTD)	Yes	No X
ii. Internal Selections (PWTD)	Yes X	No
b. Managers		
i. Qualified Internal Applicants (PWTD)	Yes X	No
ii. Internal Selections (PWTD)	Yes X	No
c. Supervisors		
i. Qualified Internal Applicants (PWTD)	Yes X	No
ii. Internal Selections (PWTD)	Yes X	No

The relevant applicant pool for PWTd for promotions to supervisors was 3.14%. Of those applicants, 1.25% of were qualified for promotions to supervisors. The relevant applicant pool for PWTd for promotions to managers was 12.23% and 9.14% were qualified for promotions to managers. The relevant applicant pool for promotions to executives was 1.23% and 1.23% of PWTd were qualified for promotions to executives. Of those PWTd qualified for promotions to supervisor positions, 0.02% were selected as supervisors. Zero percent (0%) of PWTd qualified for promotions to managers and executives were selected.

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.
- | | | | |
|------------------------------------|-----|-------------------------------------|----|
| a. New Hires for Executives (PWD) | Yes | <input checked="" type="checkbox"/> | No |
| b. New Hires for Managers (PWD) | Yes | <input checked="" type="checkbox"/> | No |
| c. New Hires for Supervisors (PWD) | Yes | <input checked="" type="checkbox"/> | No |

No applicants for new hires to supervisory positions identified as a PWD, 6.4% of applicants to new hires for managers identified as a PWD, and 5.3% of applicants to new hires for executives identified as a PWD. No new hire applicants who identified as PWD were selected for managers or executives.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for **new hires** to supervisory positions? If “yes”, describe the trigger(s) in the text box.
- | | | | |
|-------------------------------------|-----|-------------------------------------|----|
| a. New Hires for Executives (PWTD) | Yes | <input checked="" type="checkbox"/> | No |
| b. New Hires for Managers (PWTD) | Yes | <input checked="" type="checkbox"/> | No |
| c. New Hires for Supervisors (PWTD) | Yes | <input checked="" type="checkbox"/> | No |

1.11% of new hires who identified as PWTD were qualified for supervisor positions. However, none of qualified PWTD were selected to supervisor positions. 7.74% of new hires who identified as PWTD were qualified for manager positions, but none were selected. Zero percent (0%) of new hires who identified as PWTD were qualified for executives.

Section V: Plan to Improve Retention of Persons with Disabilities

To be a 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 personal assistance services.

A. Voluntary and Involuntary Separations

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

Yes No X N/A

No, as some Schedule A employees convert to a higher graded position in the Excepted Service Hiring Authority. Example: A GS-9 employee, if qualified, can convert/be promoted to a GS-11 position. The employee remains in the Excepted Service and is not converted to the competitive service at that time.

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)	Yes	No X
b. Involuntary Separations (PWD)	Yes	No X

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

a. Voluntary Separations (PWTD)	Yes	No X
b. Involuntary Separations (PWTD)	Yes	No X

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*.

A trigger does not exist.

B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 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.

An individual that desires to file a complaint can go to www.cdc.gov/contact/accessibility.html.

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 information on Architectural Barriers Act is found at www.cdc.gov/eo/eoguidance/policy.htm#barriers.

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.

OEEEO Reasonable Accommodation (RA) Team, Disability Program Manager, and CDC Section 508 Coordinator collaborated to revise the meeting accessibility request process to make the request process more efficient for PWD. Furthermore, the Agency conducts building accessibility assessments to identify and report any issues to the appropriate facilities management personnel for resolution. The accessibility issues are submitted to the DPM, and the DPM facilitates resolution with RA and the Office of Safety, Security, and Asset Management, resulting in installations of accessible button on doors, additional accessible parking, installation of automatic faucets, and procurement of two scooters.

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.)

88.09% of RA cases where processed within 60 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.

FY 2019 Reasonable Accommodation (RA) Report

RA Requests

- 475 (88%) closed w/in 60 days of receipt of qualifying info

Top Three Accommodations Provided

- Modified Work Schedules (Telework, Flex hours, etc.) – 180 (40%)
- Sign Language Interpreting Services – 136 (28%)
- Other than Coach Class Travel – 59 (12%)
- General Equipment – 59 (12%)

Accomplishments

- Federal Occupational Health (FOH) provided training to the CDC Medical Reviewing Authority (MRA)
- Established alternative methods for requesting Sign Language Interpreting Services (SLI) and Communications Access Real-Time (CART) services
- Collaborated with GA Tech for "Tools for Life" display for 2019 OEEEO Expo
- Provided National Employment Law Institute training for supervisors and non-supervisory staff on recent developments under the ADA
- Supported a mental health training series and Safety Expo
- Facilitated and assisted with the implementation of Civil Treatment training
- Collaborated with OSSAM Security Office on Comfort and Service Animals

D. Personal Assistance Services Allowing Employees to Participate in the Workplace

Pursuant to 29 C.F.R. § 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.

The PAS Policy was approved in August 2019. It was published and announced via CDC Connects and sent to management officials. There were no request for PAS in FY 2019.

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?

Yes No 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?

Yes No 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.

There were no findings. Settlement agreements terms included attorney’s fees and lump sum payments to complainants

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?

Yes No N/A

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

Yes No N/A

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.

There were no findings. Settlement agreements terms included reassignment, telework approval, and lump sum payments.

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?

Yes No

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

Yes No 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.
4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

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

N/A

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.

N/A