**Department of Energy**

Bonneville Power Administration
P.O. Box 3621
Portland, Oregon 97208-3621

FREEDOM OF INFORMATION ACT PROGRAM

July 16, 2015

In reply refer to: FOIA #BPA-2015-01557-F

Mark Messer
(b)(6)

Mr. Messer:

We have received your request for records under the Freedom of Information Act (5 U.S.C. § 552). Thank you for your interest in the Bonneville Power Administration (BPA). Your request was received in this office on July 6, 2015, and has been assigned control number BPA-2015-01557-F. Please use this number in any correspondence with the agency about your request.

**You requested:**

..."a complete copy of BPA's MD 715-01 Report that was filed with the EEOC that covered the Fiscal Year ending September 30, 2014."

We have reviewed your request and have determined that it addresses all of the criteria of a proper request under the FOIA, DOE, and BPA regulation that implements the FOIA at Title 10, Code of Federal Regulations, Part 1004.

**Final response:**
BPA is releasing the requested document in its entirety on the enclosed CD.

Pursuant to Department of Energy FOIA regulations at 10 C.F.R. § 1004.8, you may administratively appeal this response in writing within 30 calendar days. If you choose to appeal, please include the following:

(1)The nature of your appeal - denial of records, partial denial of records, adequacy of search, or denial of fee waiver;
(2)Any legal authorities relied upon to support the appeal; and
(3)A copy of the determination letter.

Clearly mark both your letter and envelope with the words "FOIA Appeal," and direct it to the following address:

Director, Office of Hearings and Appeals
Department of Energy
1000 Independence Avenue SW
Washington DC 20585-1615

There are no fees associated with this request.

Thank you for your interest in the Bonneville Power Administration. I appreciate the opportunity to assist you. If you have any questions about this letter, please contact Kim Winn, Case Coordinator, at 503-230-5273.

Sincerely,

C. M. Frost
Freedom of Information/Privacy Act Officer

Enclosure: CD

| EEOC FORM 715-01 PART A - D | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT | | | |
|---|---|---|---|---|
| **For period covering October 1, 2013, to September 30, 2014.** | | | | |
| **PART A** Department or Agency Identifying Information | **1. Agency** | | **1. U.S. Department Of Energy** | |
| | 1.a. 2nd level reporting component | | **Bonneville Power Administration** | |
| | 1.b. 3rd level reporting component | | | |
| | 1.c. 4th level reporting component | | | |
| | **2.** Address | | **2. 905 NE 11th Avenue** | |
| | **3.** City, State, Zip Code | | **3. Portland, OR 97232** | |
| | **4.** CPDF Code | **5.** FIPS code(s) | **4. DN82** | **5.** |

| **PART B** Total Employment | | |
|---|---|---|
| | **1.** Enter total number of permanent full-time and part-time employees | **1. 2,859** |
| | **2.** Enter total number of temporary employees | **2. 29** |
| | **3.** Enter total number employees paid from non-appropriated funds | **3. 0** |
| | **4. TOTAL EMPLOYMENT [add lines B 1 through 3]** | **4. 2,888** |

| **PART C** Agency Official(s) Responsible For Oversight of EEO Program(s) | | |
|---|---|---|
| | 1. Head of Agency Official Title | **1. Elliot E. Mainzer Administrator and Chief Executive Officer** |
| | 2. Agency Head Designee | **2. Godfrey C. Beckett, Manager Civil Rights and Equal Employment Opportunity, GM-340-15** |
| | 3. Principal EEO Director/Official Official Title/series/grade | **3. Godfrey C. Beckett, Manager Civil Rights and Equal Employment Opportunity, GM-340-15** |
| | 4. Title VII Affirmative EEO Program Official | **4. Godfrey C. Beckett, Manager Civil Rights and Equal Employment Opportunity, GM-340-15** |
| | 5. Section 501 Affirmative Action Program Official | **5. Godfrey C. Beckett, Manager Civil Rights and Equal Employment Opportunity, GM-340-15** |
| | 6. Complaint Processing Program Manager | **6. Judy L. Rush EEO Specialist, GS-260-13** |
| | 7. Other Responsible EEO Staff | **Anthony Jackson, EEO Specialist, Lead EEO Counselor and Alternative Dispute Resolution Coordinator, GS-260-13** |
| | | **Lidia R. Somilleda, EEO Specialist, Hispanic Employment and People with Disabilities Program Manager, GS-260-12** |
| | | **Judy L. Rush, EEO Specialist and Federal Women's Program Manager, GS-260-13** |

| EEOC FORM 715-01 PART A - D | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT |
|---|---|

| PART D List of Subordinate Components Covered in This Report | Subordinate Component and Location (City/State) | CPDF and FIPS codes | |
|---|---|---|---|
| N/A | N/A | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

| EEOC FORMS and Documents included with this Report | | | |
|---|---|---|---|
| *Executive Summary [FORM 715-01 PART E], that includes: | X | *Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01 PART G] | X |
| Brief paragraph describing the agency's mission and mission-related functions | X | *EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01 PART H] for each programmatic essential element requiring improvement | X |
| Summary of results of agency's annual self-assessment against MD-715 "Essential Elements" | X | *EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier | X |
| Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF | X | *Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J] | X |
| Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies | X | *Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans | X |
| Summary of EEO Plan action items implemented or accomplished | X | *Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues | X |
| *Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F] | X | *Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects | N/A |
| *Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements | X | *Organizational Chart | X |

| EEOC FORM 715-01 PART E | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT |
|---|---|
| U.S. Department of Energy, Bonneville Power Administration | **For period covering October 1, 2013, to September 30, 2014.** |

## EXECUTIVE SUMMARY

### About BPA

The Bonneville Power Administration (BPA) is a federal nonprofit agency based in the Pacific Northwest. Although BPA is part of the U.S. Department of Energy, it is self-funded and covers its costs by selling its products and services. BPA markets wholesale electrical power from 31 federal hydro projects in the Columbia River Basin, one nonfederal nuclear plant and several other small nonfederal power plants. The dams are operated by the U.S. Army Corps of Engineers and the Bureau of Reclamation. About one-third of the electric power used in the Northwest comes from BPA.

BPA also operates and maintains about three-fourths of the high-voltage transmission in its service territory. BPA's service territory includes: Idaho, Oregon, Washington, western Montana and small parts of eastern Montana, California, Nevada, Utah, and Wyoming.

BPA promotes energy efficiency, renewable resources and new technologies that improve its ability to deliver on its mission. BPA also funds regional efforts to protect and enhance fish and wildlife populations affected by hydropower development in the Columbia River Basin.

BPA is committed to public service and seeks to make its decisions in a manner that provides opportunities for input from stakeholders. In its vision statement, BPA dedicates itself to providing high system reliability, low rates consistent with sound business principles, environmental stewardship and accountability.

### Mission

BPA's mission as a public service organization is to create and deliver the best value for our customers and constituents as we act in concert with others to assure the Pacific Northwest:

- An adequate, efficient, economical and reliable power supply;
- A transmission system that is adequate to the task of integrating and transmitting power from federal and non-federal generating units, providing service to BPA's customers, providing interregional interconnections, and maintaining electrical reliability and stability; and
- Mitigation of the Federal Columbia River Power System's impacts on fish and wildlife.

BPA is committed to cost-based rates, and public and regional preference in its marketing of power. BPA will set its rates as low as possible, consistent with sound business principles and the full recovery of all of its costs, including timely repayment of the federal investment in the system.

### Vision

BPA will be an engine of the Northwest's economic prosperity and environmental sustainability. BPA's actions advance a Northwest power system that is a national leader in providing:

- High reliability;
- Low rates consistent with sound business principles;
- Responsible environmental stewardship; and
- Accountability to the region.

We deliver on these public responsibilities through a commercially successful business.

## Core Values

**Safety**
We value safety in everything we do. Together, our actions result in people being safe each day, every day. At work, at home and at play, we all contribute to a safe community for ourselves and others.

Together and individually, we demonstrate our commitment by:

- Taking the time to do our work safely
- Taking actions to prevent and eliminate hazards
- Speaking up when we see an unsafe situation and
- Incorporating safety into everything we do, including how we define success

**Trustworthy Stewardship**
As stewards of the Federal Columbia River Power System (FCRPS), we are entrusted with the responsibility to manage resources of great value for the benefit of others. We are trusted when others believe in and are willing to rely upon our integrity and ability. To be worthy of trust we must:

- Consistently adhere to the highest ethical and professional standards
- Obtain the greatest value from the FCRPS for the people of the region
- Collaborate with those we serve as we make our decisions
- Communicate clearly, forthrightly and fully
- Hold ourselves accountable for performance on our commitments by aligning our words and actions

**Collaborative Relationships**
Trustworthiness grows out of a collaborative approach to relationships. Internally we must collaborate across organizational lines to maximize the value we bring to the region. Externally we work with many stakeholders who have conflicting needs and interests. Through collaboration we discover and implement the best possible long-term solutions. This approach of creating together requires:

- Taking time to listen and understand each other's viewpoints, issues, and concerns
- Searching respectfully for mutually beneficial solutions
- Sharing and explaining decisions in a timely fashion

**Operational Excellence**
Operational excellence is a cornerstone of delivering on the four pillars of our strategic objectives (system reliability, low rates, environmental stewardship and regional accountability) and will place us among the best electric utilities in the nation. Operational excellence requires:

- Continual review and improvement of standardized systems, processes and controls
- Measurement of our accomplishments against clearly-defined and benchmarked performance standards
- Investment in our people
- Focus on ease of doing business with customers and with each other

## BPA's Equal Employment Opportunity and Civil Rights Vision and Mission

**Vision:**

Support Bonneville Power Administration's business success by promoting diverse, productive and professional relationships within BPA's workforce

**Mission:**

Maintain a continuing affirmative program to promote equal opportunity and to identify and eliminate discriminatory practices and policies.

**BPA's Strategic Objectives**

Strategic objectives are the major, long-term outcomes we pursue across our entire business to fulfill BPA's mission and vision. The overall purpose of our strategic objectives is to uphold the "four pillars" of our vision for the Northwest power and transmission system: System reliability, low rates, environmental stewardship and regional accountability. Our objectives are organized into four interdependent dimensions or "balanced scorecard" perspectives: Stakeholder, Financial, Internal Operations and People & Culture. These four perspectives are used to help gauge our health and progress across all dimensions of our business and organization in a balanced way.

***BPA's FY 2013 – 2017 People and Culture Strategic Business Objectives:***

1. High Performance (P1) – We excel with clear performance and expectations to deliver the mission.
2. Right Composition and Size (P2) – Our workforce is diverse and of the right composition to flexibly adjust to evolving business needs.
3. Right Skills & Competencies (P3) – We develop skills and competencies needed to meet current and future business challenges.
4. Positive Work Environment (P4) – We demonstrate safety, accountability and high engagement while modeling the agency core values.

**BPA's Diversity Strategy consists of three Diversity Strategic Objectives which align with BPA's business objectives noted above:**

1. Demonstrate Diversity Leadership – BPA's Leadership models the diversity vision and are held accountable for achieving results against agency diversity goals and objectives (DSO1; P1)
2. Acquire, Retain and Sustain a talented, diverse workforce – BPA will have a workforce that is representative of the diverse community it serves (DSO2, P2, P3)
3. Create a Positive Work Environment (SDO #3) that fosters collaboration and diverse perspectives – BPA will have an intercultural competent workforce and a work environment that is respectful, inclusive and welcoming (SDO3, P1, P2, P3, P4)

**Bonneville Power Administration's Annual Self-Assessment**

Federal agencies have an ongoing obligation to eliminate barriers that impede free and open competition in the workplace and prevent individuals of any racial or national origin group or either sex from realizing their full potential. As part of this on-going obligation. agencies must conduct a self-assessment on at least an annual basis to monitor progress and identify areas where barriers may operate to exclude certain groups.

**Essential elements of model Title VII and Rehabilitation Act programs**

- Demonstrated commitment from agency leadership
- Integration of EEO into the agency's strategic mission
- Management and program accountability
- Proactive prevention of unlawful discrimination
- Efficiency
- Responsiveness and legal compliance

**Results of BPA's Self-Assessment against MD-715 "Essential Elements"**

***Essential Element A: Demonstrated Commitment from Agency Leadership***
*Requires the Agency leadership to issue written policy statements expressing commitment to Equal Employment Opportunity (EEO) and a workplace free of discriminatory harassment.*

**BPA's Essential Element A Results:**

- EEO Policy statements are up-to-date
- EEO Policy statements have been communicated to all employees
- BPA's EEO and Non-Discrimination Policy is vigorously enforced by Management

On February 20, 2014, at 9 a.m., Elliot Mainzer took the oath of office as the 15th Administrator and Chief Executive Office of the Bonneville Power Administration (BPA) On April 6, 2014, he issued the Equal Employment Opportunity (EEO), Harassment and Retaliation Policy to all employees.

All of the Secretary of Energy's EEO policy statements apply to BPA employees as well The policies are distributed directly to all BPA employees by email from DOE and are also placed on the BPA Civil Rights and EEO internal and external EEO websites for future reference.

Mr. Mainzer has continued to issue weekly updates to all employees to inform employees of important issues and reminders that discrimination, harassment and retaliation will not be tolerated at BPA. Available upon request.

In January 2014, the Acting Deputy Administrator tasked the Ombudsman to create a team to address workplace concerns. That team is named the Positive Work Environment Team and was chartered in April 2014. A third quarter Report was provided to the front office in August 2014 providing trends, hot spots and recommendations.

In February 2014, the CEO/Administrator tasked BPA's Acting Chief Compliance Officer to conduct an audit of BPA's Employee Concerns Channels. The channels and processes reviewed were Ombudsman, EAP, Informal EEO Counseling, Formal EEO Complaints, BPA Hotline and Employee Relations (management resource). A fourth quarter Report was developed and delivered to the Front Office.

***Essential Element B: Integration of EEO into the Agency's Strategic Mission***
*Requires BPA's EEO and Civil Rights programs to be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices, and support the agency's strategic mission*

**BPA's Essential Element B Results:**

- The reporting structure for the EEO Program provides the Civil Rights and EEO Manager with appropriate authority and resources to effectively carry out a successful EEO program.
- The Civil Rights and EEO Manager and other EEO Specialists responsible for EEO programs have regular and effective means of informing the Administrator and senior management offices of the status of the EEO Programs and are involved in, and consulted on, management/personnel actions.
- BPA has committed sufficient staff, resources, and budget allocations to its EEO programs to ensure successful operation.

There are five EEO Specialists: one specialist is the People with Disabilities and Hispanic Employment Programs' Coordinator, one specialist is the Federal Women's and Formal Complaint Programs' Manager and team lead for completion of the Annual EEO Program Status Report, one specialist is the Lead EEO Counselor and Alternative Dispute Resolution Coordinator for BPA; one specialist is assigned to conduct the Intake for individuals contacting the EEO Office, one specialist is a part-time EEO Counselor and responsible for maintaining the Civil Rights and EEO internal and external website. During FY 2014, an Office Manager was hired which reduced the amount of administrative work the EEO Specialists were doing and frees them up for their assignments.

***Essential Element C: Management and Program Accountability***
*Requires the Agency Leadership to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program.*

**BPA's Essential Element C Results:**

- The Civil Rights and EEO Manager advises and provides appropriate assistance to managers/supervisors about the status of EEO Programs within their area of responsibility.
- The Civil Rights and EEO Manager and the Human Capital Management Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with BPA's Model EEO Program, as well as Equal Employment Opportunity Commission regulations and management directives. [See 29 CFR 1614 § 1614.102(b)(3).]
- When findings of discrimination are made, the agency determines the appropriateness of taking disciplinary action.

The Civil Rights and EEO Manager discussed EEO Programs with the Senior Vice President for Transmission Services, the Vice President and Chief Information Officer and has held numerous informational discussions with other managers and supervisors during the year. During FY 2014, the Options to Address Workplace Issues for Federal Employees was reviewed by the Department of Energy and updated. It is available on the Civil Rights and EEO Office website along with all of the policies issued during FY 2014.

The Human Capital Management Officer and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives.

BPA did not have any findings of discrimination in FY 2014.

***Essential Element D: Proactive Prevention***
*Requires the Agency Leadership to make early efforts to prevent discrimination actions and eliminate barriers to equal employment opportunity in the workplace.*

**BPA's Essential Element D Results:**

- Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.
- The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.

BPA's Civil Rights and EEO Office continues to work closely with the Human Capital Management (HCM) HR Director and managers to identify and remove unnecessary barriers to employment throughout the year. EEO workforce demographic profiles are provided to hiring management on a quarterly basis through the HCM's Strategic Business Partners. The profiles include race, national origin, sex and disability information.

BPA's Talent Management Strategy remained the same in FY 2014. With collaboration across HCM, executives, and leaders throughout the Agency, the Talent Management Strategy has been updated for 2013–2014. It outlines the approach BPA will take to achieve its workforce objectives of Right Size and Composition, Right Skills and Competencies, and Positive Work Environment. The strategy provides an updated overview of these three workforce objectives in the context of BPA's current strategic environment, an outline of the risks the Agency faces in achieving those objectives, and an approach to mitigating the top risks over the next 5 to 7 years. Through this strategy, the Agency will focus on implementing initiatives in three priority areas for 2013–2014:

- Drive High Performance
- Acquire Ready Talent
- Strengthen Internal Talent Bench

***Essential Element E: Efficiency***
*Requires Agency Leadership to have an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of its EEO Programs.*

**BPA's Essential Element E Results:**

- BPA has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.
- BPA has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.
- BPA has sufficient staffing, funding, and authority to comply with the time frames in accordance with the EEOC (29 CFR § 1614) regulations for processing EEO complaints of employment discrimination.
- There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.

***Essential Element F: Responsiveness and Legal Compliance***
*Requires Agency to be in full compliance with EEO statutes and EEOC regulations, policy guidance and other written instructions.*

**BPA's Essential Element F Results:**

- BPA has a system of management control to ensure that the agency timely completes all ordered corrective actions and submits its compliance report to EEOC within 30 days of completion.
- BPA has a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges.
- BPA personnel are accountable for the timely completion of actions required to comply with orders of EEOC.

- BPA manages its system of management controls to ensure that the agency timely completes all ordered corrective actions and submits its compliance report to EEOC within 30 days of such completion.
- The Civil Rights and EEO Manager participated with the DOE Civil Rights Office in a Civil Rights Act Title IX review of university programs. Half of the staff has now earned certifications from the Society for Corporate Compliance & Ethics.
- The agency saw a high compliance rate of 98.4% for the annual required EEO Rights and Responsibilities training which included No FEAR Act training and Harassment Free workplace training.

**Equal Employment Opportunity Commission -Technical Assistance (TA) recommendations and Actions Taken**

The Equal Employment Opportunity Commission, Office of Federal Operations, Federal Sector Programs conducted a technical assistance (TA) with BPA via teleconference on April 18, 2013, to review the FY 2011 MD-715 report which was the latest report that had been submitted to EEOC. The purpose of the TA telecom was to discuss BPA's progress in developing a model EEO program in accordance with each of the Management Directive 715's six essential elements. The following are the TA recommendations and the actions BPA has made in response.

**TA Recommendation:** EEOC-OFO stated, "According to its FY 2011, Form 462, BPA did not offer ADR during the pre-complaint stage; however, in FY 2012, the pre-complaint offer and participation rates were 14.29%. During our meeting, we learned that BPA strongly encourages its managers/supervisors to participate when the agency offers ADR, but does not require them to do so. We expect BPA to develop a plan addressing this deficiency in Part H of its next MD-715 Report."

**Action Taken:** In Fiscal Year 2014 there were over 120 informal contacts received by the EEO Staff. Information was provided to these contacts about their rights, responsibilities and options to resolve their situation which included providing information about using ADR resources available to them to resolve their situations. Of those informal contacts, 22 opted to resolve their issues through the EEO Counseling process and all of them who were counseled were offered the option to use an ADR process.

BPA inputs data into DOE's IComplaints Data Base for monitoring and tracking their EEO complaints. Reports are also pulled from this system such as the quarterly No-FEAR Act information and the Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (aka 462 Report).

**TA recommendation:** In FY 2012, BPA timely completed only 25% of its EEO Counseling cases. We expect BPA to establish a plan in Part H of its next MD-715 Report, outlining its actions to ensure timely completion of EEO Counselings.

**Action Taken:** In FY 2013, a new group of Collateral-duty EEO Counselors were selected and received the 32-hours of requisite Equal Employment Opportunity Commission (EEOC) Certified EEO Counselor Training. Although not a requirement of EEOC, BPA also requires its EEO Counselors to complete 32-hours of Mediation Training and to have up to one-year of co-counseling experience before they may take cases by themselves. In FY 2014, four of the EEO Counselors recruited and trained were approved to process EEO Informal Cases on their own in addition to the Lead EEO Counselor. This new group of EEO Counselors was hired to address both the need for more trained counselors and to address the timely completion of the EEO Counseling cases. Therefore, as a result of the increase in trained and experienced EEO Counselors, in FY 2014, 63 percent of the EEO Counseling cases were completed within the 30 - 90 day time frame. Only four cases in consultation with the EEO informal process exceeded the 90-day informal counseling period.

| **FY2014 Formal Complaints** | **Number** |
|---|---|
| Total Formal Complaints Filed in FY 2014 | 10 |
| Total Formal Complaints Processed in FY 2014 | 35 |
| **FY 2013 Comparison** | |
| Total Formal Complaints Filed in FY 2013 | 19 |
| Total Formal Complaints Processed in FY 2013 | 29 |
| **Closures** | |
| FY 2014 | 12 |
| FY 2013 | 8 |
| **EEO Investigation** | **Total Completed** |
| EEO Investigation Completed in FY 2014 | 8 |
| EEO Investigations Completed in FY 2013 | 7 |

**TA Recommendation**: EEOC regulations in 29 C.F.R. Part 1614 set forth mandatory time lists for processing complaints. In FY 2012, BPA timely completed only 17% of its investigations. As such, we expect BPA to establish a plan to correct this deficiency in Part H of its next MD-715 Report.

**Action Taken:** BPA completed a review of its current investigation process to identify gaps and areas of improvements outlined from the review of EEOC's report. This review identified the need for timely submittal of the EEO Counselor's Report (within 15 business days of the date of the formal complaint) in order to facilitate a timely analysis in order to issue timely acceptance decisions. In FY 2014, the majority of the EEO Counselor Reports were submitted timely. Also, it was noted that the EEO Specialist assigned to process formal complaints was also doing all of the administrative duties of copying and mailing all correspondence. In FY 2014, an EEO and Civil Rights Office Manager was selected and now is responsible for those administrative duties helping to reduce this part of the workload for the EEO Specialists. Eight investigations were conducted in FY 2014. Of these investigations 13 percent were completed within the 180-day time frame, 63 percent of the cases which were amended (this adds an additional 180 calendar days for the investigation to be completed) were completed within an average of 284 days, and 24 percent were completed in an average of 407 days.

**TA Recommendation:** We commend BPA for complying with EEOC's regulations, directives, and orders by timely submitting its FY 2011, MD-715 Report and its FY 2012, Form 462. We are also pleased to note that BPA posted all information required by the No FEAR Act of 2002, 5 U.S.C. § 2301, et seq., on its external website. However, the agency failed to timely submit its FY 2011 No FEAR Act report. The EEO Director informed us that the timely submission of its No FEAR Act report rests with the DOE's Office of Civil

Rights. Nevertheless, in Part H of the next MD-715 report, we expect BPA to coordinate with DOE in creating a plan to submit this report in a timely manner.

**Action Taken:** A review of EEOC's website at http://www.eeoc.gov/federal/directives/agencylist.cfm, Department or Agency List with Second Level Reporting Components, indicates: Under the Instructions to Federal Agencies for MD-715, Second Level Reporting Components with 1,000 or more employees must submit EEOC FORM 715-01 to their headquarters for inclusion in the agency-wide report and must also file a copy of the EEOC FORM 715-01 with the Commission. We noted that the FY 2011, Report was certified on November 2, 2011, by DOE and BPA and missed the deadline by only two days.

In FY 2012, BPA submitted its MD-715 and annual No FEAR Act (462) reports directly into the EEOC's FEDSEP Portal. BPA's FY 2012 MD-715 Report was timely submitted with some of the data tables sent in hard-copy to EEOC-OFO after the fact as well.

BPA's FY 2013 Report was also timely submitted with some of the data missing because of the inability of the new recruitment system to run the necessary reports. Also, in FY 2013, the Civil Rights and EEO Office had learned that HCM had created a new process by which the MD-715 Reports are generated and published when we began gathering information for the FY 2013 MD-715 report. However, this process did not deliver the required MD-715 reports and it did not provide other requested HCM reports. The contract with this vendor was terminated. BPA moved to using USA Jobs in late 2014 for its remaining limited recruiting efforts for that fiscal year since BPA was focusing on actions to regain its hiring authorities while simultaneously completing a reconstruction of 1,259 past hiring actions by May 31, 2014. We are hopeful that in FY 2015, USA Jobs will be able to create the required MD-715 reports.

**Workforce Analysis**

In FY 2014, BPA's full-time federal workforce decreased by 123 from 3,011; in FY 2013 to 2,888; in FY 2014 with the majority taking voluntary separations. In addition to its federal workforce, BPA relies on approximately 1,548 contractors (i.e., experts/consultants, outsourced services, and supplemental labor) to support short-term project needs, fill skills gaps or meet peaks in workload. BPA purchases supplemental labor, currently 1,514 workers, for functions that can be considered fungible (e.g., administrative work) or require specialized skills not readily available (e.g., engineering), with Information Technology (IT) typically purchasing the largest amount.

**BPA Total Workforce – Distribution by Race/Ethnicity and Sex (Table A1)**

*The following groups have participation rates above or equal to the Civilian Labor Force (CLF):*

- White Males
- Asian Males
- American Indian or Alaska Native Males
- American Indian or Alaska Native Females
- Two or More Races Males
- Two or More Races Females

**BPA Total Workforce – Distribution by Race/Ethnicity and Sex (Table A1)**

*The following groups have lower participation rates than the expected Civilian Labor Force (CLF) rates:*

- Hispanic Males
- Hispanic Females
- White Females
- Black Males
- Black Females

**BPA Total Workforce compared to the Civilian Labor Force (CLF) (Table A1)**

Males
BPA: FY 2014 = 67.59% (1,952) an increase in percentage but a decrease in total number from FY 2013 = 66.22% (1,994)
FY 2010 CLF = 51.86%

Females
BPA: FY 2014 = 32.41% (936) a decrease from FY 2013 = 33.78% (1,017)
FY 2010 CLF = 48.14%.

Hispanic Males
BPA: FY 2014 = 2.22% (64) an increase in percentages from FY 2013 = 2.19%, but a decrease in total number (66)
FY 2010 CLF = 5.17%

White Males
BPA: FY 2014 = 57.41% (1658) an increase from FY 2013 = 56.39%, but a decrease in total number (1,698)
FY 2010 CLF = 38.33%.

White Females
BPA: FY 2014 = 26.21% (757) a decrease from FY 2013 = 27.43% and a decrease in the total number (826)
FY 2010 CLF = 34.03%

Black Males
BPA: FY 2014 = 2.15% (62) a slight increase from FY 2013 = 2.09%, but a decrease in total number (63)
FY 2010 CLF = 5.49%.

Black Females
BPA: FY 2014 = 1.39% (40) which is no change in percentage from FY 2013, but a decrease in total number (42)
FY 2010 CLF = 6.53%.

Asian Males
BPA: FY 2014= 3.29% (95) an increase from FY 2013 both in percentage and number = 3.12% (94)
FY 2010 CLF = 1.97%.

Native Hawaiian or other Pacific Islander Males
BPA: FY 2014 = 0.28% (8) an increase from FY 2013 = 0.2% (6)
FY 2010 CLF = 0.07%.

Native Hawaiian or other Pacific Islander Females
BPA: FY 2014 = 0.10% (3) which was no change from FY 2013 0.10% (3)
FY 2010 CLF = 0.07%.

American Indian or Alaska Native Males
BPA FY 2014 = 0.93% (27) a slight decrease from FY 2013 0.96% (29) CLF:
FY 2010 CLF = 0.55%.

American Indian or Alaska Native Females
BPA: FY 2014 = 0.55% (16) a slight decrease from FY 2013 0.66% (20)
FY 2010 CLF = 0.53%.

Two or More Races Males
BPA: FY 2014 = 1.32% (38) an increase from FY 2013 1.26%, although the actual number of employees remained constant (38)
FY 2010 CLF = 0.26%.

Two or More Races Females
BPA: FY 2014 = 0.73% (21) a decrease from FY 2013 0.80% (24)
FY 2010 CLF = 0.28%

**Black or African American Males**
Black or African American males have a lower participation rate in the Agency of 2.15% compared to the FY10 CLF of 5.49%.

The percentage of new hires of permanent African American males in FY 2014 of 1.15% is lower than the percentage of African American males in the FY10 CLF of 5.49%.

The percentage of separations for African American males is 1.6% of the total population of employee separations for FY 2014. That separation rate compares favorably to the percentage of African American males in the permanent workforce, which is of 2.15% for FY 2014. 5.1% of African American males participate in the work force as Executive/Senior Level Officials and Managers. This percentage compares favorably to the percentage of African American males in the permanent workforce, which is of 2.15% for FY 2014.

African American males participate in the BPA workforce mainly as Professionals and Officials or Managers. While working as Professionals, primarily in the Program Management occupation, the rate of participation is 3.08%. This percentage compares favorably to the percentage of African American males in the permanent workforce, which is of 2.15% for FY 2014. African American males work as Officials or Managers at a level of 1.77% of the BPA workforce. White males on the other hand, participate as Officials and Managers at 61.1% of the time, although they comprise only 57.75% of the workforce.

**Awards**
There are disparities regarding the granting of awards to some groups:

**Time-Off Awards**
In both time-off award categories (1-9 hrs. and 9+ hrs.), the participation rates for Hispanic and African Americans were below their participation rates in the Agency.

**Cash Awards ($100 - $500)**
Hispanic, African Americans, Asians, and American Indian/Alaska Native men received awards at rates below their participation rates in the Agency workforce.

**Cash Awards ($501+) no data available to make comparison**
Hispanic, African Americans, Asians, and American Indian/Alaska Natives received awards at rates below their participation rates in the Agency workforce.

**Quality Step Increases**
Two or more races, Native Hawaiian females, and American Indian/Alaska Native males were the only groups that did not receive quality step increases.

**Targeted Disabilities**
Employees with Targeted Disabilities had participation rates below their participation rates in the Agency workforce in the Cash Awards ($100 - $500) category. Employees with Targeted Disabilities had participation rates below their participation rates in the Agency workforce in the Cash Awards ($501+) category. Employees with Targeted Disabilities did not receive Quality Step Increases or Time-Off Awards (1-9 hrs.).

**Hispanics**
The Hispanic BPA workforce is at 3.74% and remains well below the CLF Hispanic workforce participation rate of 9.96%.
Hispanic Women are not represented in the following General Schedule Grades: GS-01 – GS-04, GS-06, GS-07 and GS-10.
Hispanic Men are not represented in the following General Schedule Grades: GS-01 – GS-03, GS-05 – GS-06, GS-08 and GS-15.
Hispanic Men are not represented in the Senior Executive Service.
The percentage of Hispanic permanent new hires of 5.82% is lower than the percentage of Hispanics in the CLF of 9.96%.

**Women**
BPA participation rate for all women overall decreased slightly from 2013 of 33.78% to 32.41% which is still below the CLF of 48.16%.

In the Executive/Senior Level (Grade 15 and Above). Hispanic women represent 2.04% of the workforce. White women represent 27.55%. Black or African American women increased representation 2.04%. Asian women represent 1.02%. Native American or Alaska Native women 1.02%. Native Hawaiian or Other Pacific Islanders and Women of two or more races are not represented in this category.

In Mid-level (Grade 13-14), Women represent 29.49% of the workforce. Hispanic women represent 0.92%. White women represent 23.96%. Black or African American women represent 0.92%. Asian women represent 3.23%. Native Hawaiian or Other Pacific Islander and American Indian or Alaska Native women are not represented in this category. Women of Two or more races represent 0.46%. Table A3, Occupational Categories.

Hispanic women are not represented in GS-01 – GS04, GS-06 – GS07 and GS-10

White women are not represented in GS-01 – GS-03

Black or African American women are not represented in GS-01 – GS-03 and GS-05 – GS-07

Asian women are not represented in GS-01 – GS-06, GS-08, GS-10 and Senior Executive Service

Native Hawaiian or other Pacific Islander Women are not represented in GS-01 – GS-10, GS-13, GS-15 and Senior Executive Service

American Indian or Alaska Native women are not represented in GS-01 – GS-06, GS-08, GS-10, GS -14 and Senior Executive Service

Women of two or more races are not represented in GS-01 – GS-08, GS-10 and Senior Executive Service

| EEOC FORM 715-01 PART F | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT |
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## CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Godfrey C. Beckett, Manager, Civil Rights and EEO, GM 340-15 am the

Principal EEO Director/Official for U.S Department of Energy/ Bonneville Power Administration

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

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

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

Godfrey Beckett 3/1/15

Signature of Principal EEO Director/Official Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

Cindy Martin 3/1/15

Signature of Agency Head or Agency Head Designee Date

| EEOC FORM 715-01 PART G | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT |
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**Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP**
**Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.**

| Compliance Indicator / Measures | EEO policy statements are up-to-date. | Measure has been met: Yes | Measure has been met: No | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|---|---|---|---|---|
| The Agency Head was installed on 2/20/14. The EEO policy statement was issued on 4/06/14.<br><br>Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head?<br>If no, provide an explanation | | x | | |
| During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually?<br><br>If no, provide an explanation. | | x | | |
| Are new employees provided a copy of the EEO policy statement during orientation? | | x | | |
| When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement? | | x | | |

| Compliance Indicator / Measures | EEO policy statements have been communicated to all employees. | Measure has been met: Yes | Measure has been met: No | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|---|---|---|---|---|
| Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks? | | N/A | | |
| Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them? | | x | | |
| Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? **[see 29 CFR §1614.102(b)(5)]** | | x | | |

| Compliance Indicator / Measures | Agency EEO policy is vigorously enforced by agency management. | Measure has been met | | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|---|---|---|---|---|
| | | Yes | No | |
| Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to: | | | | |
| resolve problems/disagreements and other conflicts in their respective work environments as they arise? | | x | | |
| address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace? | | x | | |
| support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities? | | x | | |
| ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.? | | x | | |
| ensure a workplace that is free from all forms of discrimination, harassment and retaliation? | | x | | |
| ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? | | x | | |
| ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship? | | x | | |
| ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship? | | x | | |
| Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? | | x | | |
| Describe what means were utilized by the agency to inform its workforce about the penalties for unacceptable behavior. | | | | |
| Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet? | | x | | |
| Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation? | | x | | |

| Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION<br>**Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.** | | | |
|---|---|---|---|
| **Compliance Indicator**<br>**Measures** | **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 has been met**<br>**Yes** / **No** | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
| Is the EEO Director under the direct supervision of the agency head? **[see 29 CFR §1614.102(b)(4)]**<br>For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official?<br>(For example, does the Regional EEO Officer report to the Regional Administrator?) | | No: x | The EEO Director reports to the Deputy Administrator |
| Are the duties and responsibilities of EEO officials clearly defined? | | Yes: x | |
| Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions? | | Yes: x | |
| If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs? | | Yes: N/A | |
| If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components? | | Yes: N/A | |
| If not, please describe how EEO program authority is delegated to subordinate reporting components. | | | |
| **Compliance Indicator**<br>**Measures** | **The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.** | **Measure has been met**<br>**Yes** / **No** | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
| Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? | | Yes: x | |
| Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of? | | Yes: x | |
| Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes? | | No: x | |
| 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 re-alignments? | | Yes: x | |
| Are management/personnel policies, procedures and practices examined at regular | | Yes: x | |

| | | | | |
|---|---|---|---|---|
| intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? **[see 29 C.F.R. § 1614.102(b)(3)]** | | | | |
| Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission? | | x | | |
| **➡ Compliance Indicator** | **The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
| **⬇ Measures** | | **Yes** | **No** | |
| Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity? | | X | | |
| Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system? | | x | | |
| Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed? | | x | | |
| Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204 | | x | | |
| Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204 | | x | | |
| People with Disabilities Program Manager; Selective Placement Program for Individuals with Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709 | | x | | |
| Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs? | | x | | |
| **➡ Compliance Indicator** | **The agency has committed sufficient budget to support the success of its EEO Programs.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
| **⬇ Measures** | | **Yes** | **No** | |
| Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems? | | x | | |

| | | | |
|---|---|---|---|
| Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components)? | x | | |
| Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)? | x | | |
| Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations? | x | | |
| Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards? | x | | |
| Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees? | x | | |
| Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? **[see 29 C.F.R. § 1614.102(b)(5)]** | x | | |
| Is there sufficient funding to ensure that all employees have access to this training and information? | x | | |
| Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities: | x | | |
| for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation? | x | | |
| to provide religious accommodations? | x | | |
| to provide disability accommodations in accordance with the agency's written procedures? | x | | |
| in the EEO discrimination complaint process? | x | | |
| to participate in ADR? | x | | |

**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.**

| **Compliance Indicator** / **Measures** | **EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
|---|---|---|---|---|
| | | **Yes** | **No** | |
| Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials? | | x | | |
| Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief Information Officer? | | x | | |

| Compliance Indicator / Measures | The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)] | Measure has been met: Yes | Measure has been met: No | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|---|---|---|---|---|
| Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups? | | x | | |
| Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups? | | x | | |
| Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups? | | x | | |
| **Compliance Indicator / Measures** | **When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.** | **Measure has been met: Yes** | **Measure has been met: No** | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
| Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination? | | x | | |
| Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis? | | x | | |
| Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? | | | x | No findings of discrimination have been made in the past two years. |
| If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation. | | | | |
| Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders? | | x | | |
| Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.? | | x | | |

**Essential Element D: PROACTIVE PREVENTION**
**Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.**

| Compliance Indicator / Measures | Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year. | Measure has been met: Yes | Measure has been met: No | For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|---|---|---|---|---|
| Do senior managers meet with and assist the EEO Director and/or other EEO | | x | | |

| | | | |
|---|---|---|---|
| Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity? | | | |
| When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers? | x | | |
| Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? | x | | |
| Are trend analyses of workforce profiles conducted by race, national origin, sex and disability? | x | | |
| Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability? | x | | |
| Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability? | x | | |
| Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability? | x | | |
| Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability? | x | | |

| **Compliance Indicator** / **Measures** | **The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
|---|---|---|---|---|
| | | **Yes** | **No** | |
| Are all employees encouraged to use ADR? | | x | | |
| Is the participation of supervisors and managers in the ADR process required? | | x | | ADR is a voluntary process with strong encouragement to participate. |

**Essential Element E: EFFICIENCY**

**Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.**

| **Compliance Indicator** / **Measures** | **The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
|---|---|---|---|---|
| | | **Yes** | **No** | |
| Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions? | | x | | |
| Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions? | | | x | Applicant flow data and Schedule A appointments are not adequately tracked. New systems are planned for FY 2015. |
| Have sufficient resources been provided to conduct effective audits of field | | x | | |

| | | | |
|---|---|---|---|
| facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act? | | | |
| Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency? | x | | |
| Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation? | | x | No, due to personnel changes. |

| ➡ Compliance Indicator / ⬇ Measures | **The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
|---|---|---|---|---|
| | | **Yes** | **No** | |
| Does the agency use a complaint tracking and monitoring system that allows identification of the location and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process? | | x | | |
| Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends? | | x | | |
| Does the agency hold contractors accountable for delay in counseling and investigation processing times? | | x | | |
| If yes, briefly describe how: Monitoring time frames and working with investigator to provide timely information and provide assistance when needed. | | | | |
| Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110? | | x | | |
| Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110? | | x | | |

| ➡ Compliance Indicator / ⬇ Measures | **The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
|---|---|---|---|---|
| | | **Yes** | **No** | |
| Are benchmarks in place that compares the agency's discrimination complaint processes with 29 C.F.R. Part 1614? | | x | | |
| Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days? | | x | | |
| Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion? | | x | | |
| Does the agency complete the investigations within the applicable prescribed time frame? | | x | | |
| When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request? | | x | | |

| | | | |
|---|---|---|---|
| When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office? | x | | |
| When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements? | x | | |
| Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency? | x | | |

| **Compliance Indicator** / **Measures** | **There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
|---|---|---|---|---|
| | | **Yes** | **No** | |
| In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process? | | x | | |
| Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? | | x | | |
| After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate? | | | x | Managers are strongly encouraged to participate. |
| Does the responsible management official directly involved in the dispute have settlement authority? | | x | | |

| **Compliance Indicator** / **Measures** | **The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
|---|---|---|---|---|
| | | **Yes** | **No** | |
| Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC? | | x | | |
| Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)? | | x | | |
| Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC? | | x | | |
| Do the agency's EEO programs address all of the laws enforced by the EEOC? | | x | | |
| Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act? | | x | | |
| Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards? | | x | | |

| | | | | |
|---|---|---|---|---|
| Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas? | | x | | |
| **Compliance Indicator** | **The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
| **Measures** | | **Yes** | **No** | |
| Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints? | | x | | |
| Does the agency discrimination complaint process ensure a neutral adjudication function? | | x | | |
| If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? | | x | | |

| **Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE**<br>**This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.** | | | | |
|---|---|---|---|---|
| **Compliance Indicator** | **Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
| **Measures** | | **Yes** | **No** | |
| | Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges? | x | | |
| **Compliance Indicator** | **The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.** | **Measure has been met** | | **For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report** |
| **Measures** | | **Yes** | **No** | |
| Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below. | | x | | |
| Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief? | | x | | |
| Are procedures in place to promptly process other forms of ordered relief? | | x | | |
| **Compliance Indicator** | **Agency personnel are accountable for the timely completion of actions required to comply with orders of** | **Measure has been** | | **For all unmet measures, provide** |

| Measures | EEOC. | met | | a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report |
|---|---|---|---|---|
| | | Yes | No | |
| Is compliance with EEOC orders encompassed in the performance standards of any agency employees? | | x | | |
| If so, please identify the employees by title in the comments section, and state how performance is measured. | | Applicable EEOC Orders along with other Orders applicable to the federal workforce are encompassed in the performance standards of federal employees and is pertinent, to anyone on or in our federal work place/s. | | |
| Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office? | | x | | |
| If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section. | | | | |
| Have the involved employees received any formal training in EEO compliance? | | x | | |
| Does the agency promptly provide to the EEOC the following documentation for completing compliance: | | | | |
| Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid? | | x | | |
| Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award? | | x | | |
| Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid? | | x | | |
| Compensatory Damages: The final agency decision and evidence of payment, if made? | | x | | |
| Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain? | | x | | |
| Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s. | | x | | |
| Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available. | | x | | |
| Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter). | | x | | |
| Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing. | | x | | |

| | | | |
|---|---|---|---|
| Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement. | x | | |
| Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter. | x | | |
| Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided. | x | | |

Footnotes:

1. *See* 29 C.F.R. § 1614.102.

2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. *See EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation* (10/20/00), Question 28.

| EEOC FORM 715-01 PART H | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT | |
|---|---|---|
| U.S. Department of Energy, Bonneville Power Administration | | FY 2014 |
| STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY: | **Essential Element A: Demonstrated Commitment from Agency Leadership**<br><br>Requires the Agency leadership to issue written policy statements expressing commitment to Equal Employment Opportunity (EEO) and a workplace free of discriminatory harassment.<br><br>Compliance indicators:<br>• EEO Policy statements are up-to-date<br>• EEO Policy statements have been communicated to all employees<br>• BPA's EEO and Non-Discrimination Policy is vigorously enforced by Management | |
| OBJECTIVE: | **Technical Assistance Visit (TAV) Recommendations letter issued September 19, 2013, after review BPA's FY 2011 MD-715 Report and in response to OIG Report in August 2013**:<br><br>The Equal Employment Opportunity Commission, Office of Federal Operations, Federal Sector Programs conducted a technical assistance (TA) with BPA via teleconference on April 18, 2013, on the FY 2011 MD-715 Report which was the latest report that had been submitted to the EEOC. The purpose of the TA telecom was to discuss BPA's progress in developing a model EEO Program in accordance with each of the Management Directive 715's six essential elements. On September 19, 2013, BPA received a letter summarizing the issues raised during that meeting and referenced the OIG Management Alert which was issued in July 2013 One of the recommendations under this element is to address and issue policies and procedures for addressing all forms of harassment and must create a work environment that is free from sexual and non-sexual harassment. A copy of BPA's Harassment-Free Workplace Policy and Guidance was included as an appendix to the FY 2011 MD-715 Report. The September 19, 2013, TA Letter required BPA to provide an update to its recommendation. Below is BPA's response to this request: | |
| RESPONSIBLE OFFICIAL: | Administrator/Chief Executive Officer, Deputy Administrator, Civil Rights and EEO Manager | |
| DATE OBJECTIVE INITIATED: | 09/19/2013 | |
| TARGET DATE FOR COMPLETION OF OBJECTIVE: | 09/30/2015 | |
| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) | |
| October 1, 2015 | As a result of the DOE-IG Audit in FY 2013, the Deputy Administrator ordered a review of all of BPA's Compliance Programs including the Harassment-Free Workplace Policy (HFWP). The results of the Compliance Review will be provided in FY 2014 | |
| | | |

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

The Deputy Administrator requested a Compliance Review of all BPA services where-in employees report concerns.

A review of the BPA's internal Harassment-Free Workplace Policy was slated to begin in FY 2014 and was moved to FY 2015. A team has been formed and will begin reviewing the original purpose of the policy and may include revising the policy. Full details will be provided in the FY 2015 EEO Program Status Report.

All forms of harassment are covered by BPA's EEO and Non-Discrimination Policy and are located in BPA Manual Chapter 400/713C. This policy is posted on BPA's internal and external websites.

In January 2014, at the Deputy Administrator's direction, the Ombuds, who reports directly to the Deputy Administrator, was tasked with putting together a team of BPA service providers who handle concerns from both employees and contract workers. In January 2014, the Positive Work Environment Team was created. The BPA team consists of the Ombudsman, Employee Assistance Program Staff Psychologist (EAP), the lead EEO Counselor and the Formal Complaints Manager – all neutral parties whose job is to resolve concerns at the lowest level. Additional members include a representative from the BPA Hotline and from Employee Relations (a management resource). A charter was developed and provided to BPA Deputy Administrator, CEO/Administrator and to the Chief Operating Officer in April 2014. The purpose/role of the Positive Work Environment Team is to:

> "Support Elliot Mainzer's (CEO/Administrator) goal of a workplace free from harassment, retaliation and intimidation. Raise issues to the appropriate level; notification of "hot spots", coordinate services, support each other; share lessons learned; track progress; provide education to the workforce; and market our programs."

In February 2014, the CEO/Administrator tasked BPA's Acting Chief Compliance Officer to conduct an audit of BPA's Employee Concerns Channels (ECC). The channels and processes reviewed were Ombudsman, EAP, Informal EEO Counseling, Formal EEO Complaints, BPA Hotline and Employee Relations (management resource).

An ECC written report was provided to the Administrator on August 26, 2014, and a PowerPoint briefing was conducted in September 2014 to the CEO/Administrator, Deputy Administrator, Chief Operating Officer, Civil Rights and EEO, Human Capital Management, the service providers from the six channels. A FY 2014 Fourth Quarter Report from the Employee Concerns Channels was provided to the CEO/Administrator, Deputy Administrator and Chief Operating Officer.

**Talent Management Strategy**
The Talent Management Strategy is fully identified under Element A. Element B will discuss the Get-Well Plan and the accomplishments made in FY 2014.

With collaboration across HCM, executives, and leaders throughout the Agency, the Talent Management Strategy was updated for 2013–2014. It outlines the approach BPA will take to achieve its workforce objectives of **Right Size and Composition**, **Right Skills and Competencies**, and **Positive Work Environment**. The Strategy provides an updated overview of these three workforce objectives in the context of BPA's current strategic environment, an outline of the risks the Agency faces in achieving those objectives, and an approach to mitigating the top risks over the next 5 to 7 years. Through this Strategy, the Agency will focus on implementing initiatives in three priority areas for the foreseeable future:

- **Drive High Performance**
- **Acquire Ready Talent**
- **Strengthen Internal Talent Bench**

In April 2014, a report was issued to BPA Managers titled Briefing Material and BPA Connection Reference Mission Critical Occupations.

**Overview**
The objective of this effort was to identify the Mission Critical Occupations (MCOs) that serve BPA for the purpose of developing an enterprise-wide Strategic Workforce Plan by the end of FY 2014. An important step in this effort was to decide how to conceptualize mission criticality. Per the Office of Personnel Management (OPM), mission critical occupations are defined as: "Occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed[1]." Therefore, BPA's MCO is defined "as an occupation which carries out work activities most closely connected to the core functions that fulfill BPA's mission." In alignment with this definition, we sought to identify those positions within BPA that were most closely connected to the core functions that fulfill BPA's mission. This method includes both a short-term business continuity and long-term strategic perspective. In addition, we sought to define the impact MCOs had on each of BPA's core functions, as well as the role that each position played in helping deliver core functions.

As part of this process, BPA has:

- Developed a critical function framework
- Developed a rating scale used to assess the impact of occupations on critical functions
- Developed a methodology for collecting the occupational data
- Used these tools to define the Mission Critical Occupations for BPA in FY14-15.
-

A copy of this document is included in the appendix.

In September 2014, a Mission Critical Occupations and Workforce Treatment Plans for FY 2015 were issued. In FY 2014, BPA has had limited delegated hiring authority and Human Capital resources were focused on meeting required milestones in the BPA and DOE "Get Well Plan" to regaining hiring authority.

Given those constraints, the workforce planning approach this year was to identify Mission Critical Occupations (MCO) at BPA. The first phase of the MCO identification was intensifying BPA's core functions.

This plan provides an overview of how BPA will work towards mitigating risks to the workforce specifically around occupations that have been identified as the most critical to BPA's mission.

The goal of this installment of the BPA Workforce Plan is to provide Human Capital Management (HCM), the executive leadership team, managers and supervisors with recommendations that will ensure BPA had the workforce it needs to deliver on BPA's strategic business objectives.

See appendix for a full copy of the FY 2015 Mission Critical Occupations and Workforce Treatment Plans and a list of MCO's which are unique and identified by organization.

[1] http://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/

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| U.S. Department of Energy, Bonneville Power Administration | | FY 2014 |
| **STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:** | **Essential Element B: Integration of EEO into the Agency's Strategic Mission**<br>Requires BPA's EEO and Civil Rights programs to be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices, and support the agency's strategic mission.<br>Compliance Indicators:<br>• The reporting structure for the EEO Program provides the EEO and Civil Rights Manager with appropriate authority and resources to effectively carry out a successful EEO program.<br>• The EEO and Civil Rights Manager and other EEO Specialists responsible for EEO programs have regular and effective means of informing the Administrator and senior management offices of the status of the EEO Programs and are involved in, and consulted on, management/personnel actions.<br>• BPA has committed sufficient staff, resources, and budget allocations to its EEO programs to ensure successful operation. | |
| **OBJECTIVE:** | BPA reported on this objective in the MD-715 FY 2013 Executive Summary and it was stated that future reporting would be placed in Part H in future reports starting with FY 2014.<br>EEOC's Technical Assistant Visit Recommendations Letter issued September 19, 2013, after review BPA's FY 2011 MD-715 and in response to Office of Inspector General (OIG) Report in August 2013:<br>• *EEO Manager reports directly to the Head of the Agency* In the EEOC's September 19, 2013, Technical Assistant Visit letter it emphasized "that the role of the EEO Office is to serve as a resource to agency managers by providing direction, guidance and monitoring of key activities to achieve a diverse workplace free from barriers to equal employment opportunity. EEOC regulations establish that the EEO Manager shall be under the immediate supervision of the agency head. See 29 CFR § 1614.102(b) (4). EEOC's MD-110 explains that by placing the EEO Manager in a direct reporting relationship to the head of the agency, the agency underscores the importance of EEO to the mission of each federal agency and ensures that the EEO Mangers is able to act with the greatest degree of independence.<br>• *BPA's Get-Well Plan* In 2012, the U.S. Department of Energy's (DOE) OIG received an anonymous complaint alleging prohibited personnel practices at BPA. The OIG informed DOE that it had also received a similar complaint. On April 2, 2013, DOE Human Capital (DOE-HC) took a series of actions which required BPA to submit all cases involving delegated examining hiring for review and concurrence. On April 22 through 26, 2013, DOE HC participated in an Office of Personnel Management (OPM) independent audit of BPA's hiring practices. | |
| **RESPONSIBLE OFFICIAL:** | Godfrey C. Beckett, Manager, Civil Rights and Equal Employment Opportunity<br>Brian Carter, Human Resources Director | |
| **DATE OBJECTIVE INITIATED:** | September 19, 2013 | |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | FY 2014-2015 | |
| | **PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: TARGET DATE (Must be specific)** | |
| **October 1, 2014** | The reporting structure for the EEO Program is to the Agency Head and provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program. | |
| **October 1, 2014** | Develop a plan to ensure the Civil Rights and EEO Manager will deliver future briefings directly to the Administrator and to include the dates of such briefings in future MD-715 Reports." | |

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| **October 1, 2014** | Report out on BPA's "Get-Well" Project Plan developed in May 2013. |

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

*The reporting structure for the EEO Program is to the Agency Head and provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.* Although, BPA's Civil Rights and EEO Manager did not report directly to the agency head (BPA's Administrator and CEO), he does have complete access to the agency head and agency executive leadership. In FY 2014, the Civil Rights and EEO Manager continued to report to the Chief Compliance Officer.

In FY 2015, the Civil Rights and EEO Manager will report to the Deputy Administrator and will also be a member of BPA's Executive Team. He has full access to the Chief Executive Officer and to the Chief Operating Officer. Together with the direct reporting structure, the presentation of the state-of-the agency briefing directly to the CEO is a key component of ensuring integration of EEO into the agency's strategic mission.

The Civil Rights and EEO Manager will provide a briefing to the current Administrator and CEO (Elliot Mainzer) when the FY 2014 MD-715 Report is submitted for signature.

BPA's Get-Well Plan Update:
On May 24, 2013, BPA's hiring authority was temporarily suspended as a result of the DOE OIG and OPM Audits. BPA developed a "Get-Well" Project Plan identifying the audits completed, the results of those audits, and an action plan to bring the HCM Office to full compliance with all applicable laws and regulations, as well as DOE policies. All authorities have been regained as of September 30, 2014.

In FY 2013, due to the OIG and OPM audits, the contract for a new Talent Acquisition system was suspended. In FY 2014, BPA moved to using USA Jobs for all of its recruitment efforts.

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| **STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:** | **Essential Element C: Management and Program Accountability**<br><br>Requires the Agency Leadership to hold all managers, supervisors and EEO Officials responsible for the effective implementation of the agency's EEO Program.<br><br>Compliance Indicators:<br>EEO and Civil Rights Manager advises and provides appropriate assistance to managers/supervisors about the status of EEO Programs within their area of responsibility.<br><br>The EEO and Civil Rights Manager and the Human Capital Management Director meets regularly to assess whether personnel programs, policies, and procedures are in conformity with BPA's Model EEO Program, as well as Equal Employment Opportunity Commission regulations and management directives. [See 29 CFR 1614 § 1614.102(b)(3)].<br><br>When findings of discrimination are made, the agency determines the appropriateness of taking disciplinary action. | |
| **OBJECTIVE:** | **TAV Recommendations Letter issued September 19, 2013, after review of BPA's FY 2011 MD-715 and in response to OIG Report in August 2013:**<br>In EEOC's TAV letter they made the following recommendation: "The Office of Inspector General also found practices that "appeared to have effectively disadvantaged veterans and other applicants. We therefore recommend that BPA review its recruitment and hiring policies, practices, and procedures to ensure they do not hinder any EEO groups from obtaining employment or impeded their career opportunities. In the Executive Summary or in Part I of its next MD-715 Report, we expect BPA to provide the status of its efforts to address the Office of Inspector General's (OIG) findings."<br><br>**TAV Recommendations Letter issued September 19, 2013, after review BPA's FY 2011 MD-715 and in response to OIG Report in August 2013:**<br>In EEOC's TAV letter they made the following recommendation: Provide a copy of BPA's updated Reasonable Accommodation Policy and Procedures to EEOC for review. EEOC will review the Policy and Procedures to ensure that they reflect current law. In particular, the procedures should reflect the change in the definition of "individual with a disability" contained in the Americans with Disabilities Amendment Act of 2008 and ensure that requests for medical documentation are not so broad as to constitute requests for genetic information in violation of the Genetic Information Nondiscrimination Act of 2008. Once BPA issues the revised procedures, the agency should provide refresher training to its managers and supervisors and ensure that its procedures are available to employees and applicants. To the extent that it has not already done so, we urge BPA to post the revised procedures on its external website. | |
| **RESPONSIBLE OFFICIAL:** | Godfrey Beckett, Civil Rights and EEO Manager<br>Brian Carter, Human Resources Director | |
| **DATE OBJECTIVE INITIATED:** | September 2013 | |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | October 1, 2014 | |
| **PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:** | BPA to provide the status of its efforts to address the Office of Inspector General's (OIG) findings. | |
| **October 1, 2014** | BPA Civil Rights and EEO Office will coordinate with the Talent Sustainment Manager to post the RA Policy and Procedures on the external website and report on this in the next MD-715 Report. | |
| **REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE** | | |

**Reasonable Accommodation Program**
Internally: Information about the Reasonable Accommodation Program is posted on BPA's Be Well Program internal webpage as well as on the Civil rights and EEO website. Updates to the Wellness Program are provided to BPA Managers and Supervisors through BPA on-line Manager's Resources Internal Webpage. There is a dedicated Outlook mailbox at ReasonableAccommodation@bpa.gov to submit the forms and/or to ask questions. The telephone number for the RA Coordinator was also provided (503) 230-3708.

A copy of BPA's Reasonable Accommodation Policy and Procedures was included in the FY 2013 Report. A copy of the policy and flow chart were also provided to Karen Page, EEOC, prior to a teleconference held on December 2, 2014, to respond to EEOC-Federal Complement Plan RFI and Meeting Invitation. BPA has not received any comments or recommendations from EEOC for this policy as of the writing of the FY 2014 Report. As soon as those comments and recommendations are received from EEOC, BPA will look to incorporate as appropriate those comments and recommendations into BPA's RA Policy and Procedures and will distribute and provide training as needed.

Externally: The following information is posted on BPA's external website:

**Accessibility**
*The Bonneville Power Administration is committed to providing access to our Web pages for individuals with disabilities. To meet this commitment, this site is built to comply with the requirements of Section 508 of the Rehabilitation Act. Section 508 requires that individuals with disabilities, who are members of the public seeking information or services from us, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on us. Section 508 also requires us to ensure that Federal employees with disabilities have access to and use of information and data that is comparable to the access to and use of information and data by Federal employees who are not individuals with disabilities, unless an undue burden would be imposed on us.*

In FY 2014, in addition to the on-line information, Talent Sustainment under the Be Well Program continues to provide a series of forums and seminars on various topics: retirement, stress management, healthy eating and exercise, Office of Workers Compensation, Reasonable Accommodation, stress relief and many others.

In FY 2014, BPA completed creation of a lactation room for new mothers to use during their working hours at the Portland headquarters office. Because BPA has shift workers, access is allowed 24/7. The room is located in BPA's health Unit. All of the behind the scenes requirements of security and other issues have been completed. Future plans include a lactation room at other BPA facilities.

*BPA to provide the status of its efforts to address the Office of Inspector General's (OIG) findings.*

Human Resource Director Brain Carter released two updates in FY 2014 regarding the accomplishments BPA has done to address the OIG Findings. The July 21, 2014, Executive Corner Article (copy in the appendix), states "HCM had made significant progress in our recovery efforts that will allow us to increasingly refocus our energy and attention toward having the right people, in the right places, and at the right time."

On May 31, 2014, HCM completed the reconstruction of 1,259 hiring cases through a team effort with BPA HCM Staff, DOE's Human Capital Office staff and contracted support from the Office of Personnel Management. 22,000 job applications were reviewed during this process. BPA's HCM Staff had the primary responsibility for reconstructing 856 internal cases, while DOE and OPM reconstructed the 403 external cases. All cases went through an additional quality review at DOE before final dispositions were determined. Note: only 9 percent of the external cases (and less than 3 percent of the total cases) resulted in priority placement offers being made.

On July 7, 2014, BPA went live with the use of the DOE Hiring Management System. HCM staff have received training using this system and operated in a test environment with test scenarios for few weeks before they went to the live system. BPA's strategic business partners will be working with the organization leaders to prioritize the recruit requests to fill the most critical positions first. All jobs will be posted to USAJOBS.gov. The exception to this rule is internal temporary actions, i.e., temporary promotions and detail assignments.

BPA transitioned to using DOE's ePerformance management system and began using this system in early FY 2015. Succession planning is another key topic; a succession planning toolkit for managers was developed and rolled out to managers in August 2014. A pilot executive succession planning program was also rolled out and results will be identified in the FY 2015 MD-715 Report.

On September 3, 2014, the next step in HCM's Get-Well Plan was released. As a result of the reconstruction process, BPA extended priority placement to 135 applicants and have hired approximately 70 new employees – almost all of whom are military veterans. The reconstruction process identified both military veterans and non-veterans who were due priority consideration. The priority consideration process is a part of the hiring process. Both the July 21, 2014, and the September 3, 2014, Get-Well Plan articles are included in the appendix.

DOE HC determined that the personnel processing, retirements and benefits, work/life programs, staffing and classification functions, employee development and training programs, performance management review programs, and employee and labor relations were deficient in some way. All of these issues have been resolved through the process of returning authorities. All authorities were returned as of September 30, 2014.

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| U.S. Department of Energy, Bonneville Power Administration | | FY 2014 |
| **STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:** | **Essential Element D: Proactive Prevention**<br>Requires the Agency Leadership to make early efforts to prevent discrimination actions and eliminate barriers to equal employment opportunity in the workplace.<br>Compliance Indicators:<br>Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.<br>The use of Alternative Dispute Resolution (ADR) is encouraged by senior management. | |
| **OBJECTIVE:** | Conduct barrier analysis and identify barriers to employment.<br>All management officials including senior management to utilize Alternative Dispute Resolution. | |
| **RESPONSIBLE OFFICIAL** | Godfrey Beckett, Civil Rights and EEO Manager<br>Brian Carter, Human Resources Director | |
| **DATE OBJECTIVE INITIATED:** | 09/13/2013 | |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE** | FY 2014-2015 | |
| **PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE** | | |
| **10/1/2015** | EEOC-OFO stated, "According to BPA's FY 2011 Form 462, BPA did not offer ADR during the pre-complaint stage; however, in FY 2012, the pre-complaint offer and participation rates were 14.29%. During our meeting, we learned that BPA strongly encourages its managers/supervisors to participate when the agency offers ADR, but does not require them to do so. We expect BPA to develop a plan addressing this deficiency in Part H of its next MD-715 Report." | |
| **10/1/2016** | Barrier Analysis: We also noted that BPA has not established a hiring goal of 2% for people with targeted disabilities (PWTD) in Part J of its FY 2011 MD-715 Report. We suggest BPA create a plan to hire 38 additional PWTD in order to achieve 2% of its total workforce [3121 – FY 2011 total]. BPA will also consider implementing the following proactive measures: (1) include the goal to increase representation of employees with targeted disabilities in performance standards of managers and supervisors; (2) hold managers and supervisors accountable for meeting the hiring goal. Progress on conducting further barrier analysis and implementing its plan shall be included in Parts I and J of its next MD-715 Report. | |
| **10/1/2015** | Include in data tables A and B12, and in tables A/B 7, 9, and 11, the titles of the major occupations for which it was hiring. | |
| **10/1/2016** | BPA shall conduct an in-depth barrier analysis of the policies, procedures, or practices pertaining to its recruitment and hiring of White women as well as the workforce conditions that encourage white women to leave the agency. In Part I of its next MD-715 report, we look forward to reviewing BPA's progress in conducting barrier analysis to identify potential barriers for women in its workplace. | |

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| **STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:** | **Essential Element E: Efficiency**<br><br>Requires Agency Leadership to have an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of its EEO Programs.<br><br>Compliance Indicators:<br>BPA has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.<br><br>BPA has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.<br><br>BPA has sufficient staffing, funding, and authority to comply with the time frames in accordance with the EEOC (29 CFR § 1614) regulations for processing EEO complaints of employment discrimination.<br><br>There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program. | |
| **OBJECTIVE:** | Timely submittal of Agency's 462 Report; timely completion of No FEAR Act Training | |
| **RESPONSIBLE OFFICIAL:** | Godfrey Becket, Civil Rights and Equal Employment Opportunity Manager | |
| **DATE OBJECTIVE INITIATED:** | September 19, 2013 | |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | October 1, 2015 | |
| **PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:** | | |
| **October 1, 2015** | The agency failed to timely submit its FY 2011 No FEAR Act report. The EEO Director informed us that the timely submission of its No FEAR Act report rests with the DOE's Office of Civil Rights. Nevertheless, in Part H of the next MD-715 report, we expect BPA to coordinate with DOE in creating a plan to submit this report in a timely manner. | |

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

BPA's EEO program met all Compliance Indicators and Measures for Essential Element F which requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance and other written instructions. BPA now takes the No FEAR Act Training through the Department of Energy's On-line Training Center.

The Civil Rights and EEO office has a system in place to ensure timely compliance with any orders or directives issued by Equal Employment Opportunity Commission's (EEOC) Administrative Judges.

BPA manages its system of management controls to ensure that the agency timely completes all ordered corrective actions and submits its compliance report to EEOC within 30 days of such completion.

The Civil Rights and EEO Manager participated with the DOE Civil Rights Office in a Civil Rights Act Title IX review of university programs. Half of the staff has now earned certifications from the Society for Corporate Compliance & Ethics.

DOE has now required that BPA take the No FEAR Act and Sexual Harassment Prevention annual courses through DOE's Online Learning Center. In FY 2014, the agency saw a high compliance rate of 98.6% for the annual required EEO Rights & Responsibilities Training which

includes Anti-Harassment and No Fear Act training.

BPA continues to enter its No FEAR Act Report through EEOC's FEDSEP Portal. This Portal allows BPA's report to be uploaded into the Department of Energy's overall report for timely reporting purposes.

| EEOC FORM 715-01 PART H | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT | |
|---|---|---|
| U.S. Department of Energy, Bonneville Power Administration | | FY 2014 |
| **STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:** | **Essential Element F: Responsiveness and Legal Compliance**<br>Requires that BPA is in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.<br><br>Compliance Indicators:<br>BPA personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.<br><br>BPA's system of management controls ensures that the agency timely completes all ordered corrective actions and submits its compliance report to EEOC within 30 days of completion. | |
| **OBJECTIVE:** | Timely compliance with EEOC Orders and submittal of compliance report with 30 days of completion. | |
| **RESPONSIBLE OFFICIAL:** | Judy Rush, Formal Complaint Manager | |
| **DATE OBJECTIVE INITIATED** | September 19, 2013 | |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | October 1, 2015 | |
| **PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:** | | |
| **Weekly** | Monitor and track incoming EEOC orders to complete by identified timeframes | |
| | | |

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**
BPA's Formal Complaint Manager tracks and monitors all EEOC Orders and completes them within the established timeframes. The U.S. Department of Energy Civil Rights Office is responsible for issuing the Final Agency Decisions; however these are also tracked by BPA's Formal Complaint's Manager to ensure they are timely completed.

In FY 2014, BPA issued one compliance report for DOE Case 11-0081-BPA which was completed within the requested 30-day timeframe.

| EEOC FORM 715-01 PART I | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT |
|---|---|
| U.S. Department of Energy, Bonneville Power Administration | FY 2014 |
| **STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:**<br><br>Provide a brief narrative describing the condition at issue.<br><br>How was the condition recognized as a potential barrier? | September 19, 2013, EEOC Technical Assistance Visit<br><br>Women in BPA Permanent Workforce: When analyzing its workforce, the category of women overall should be broken out into subgroups of Hispanic Women, White Women, African American or Black Women, Asian Women, Native Hawaiian or Other Pacific Islander Women, American Indian or Alaska Native Women, and Women of two or More Races. |
| **BARRIER ANALYSIS:**<br><br>Provide a description of the steps taken and data analyzed to determine cause of the condition. | Review current statistical reports to identify possible triggers. Take, review and refine compulsory snapshots; take additional snapshots if needed. Review all other information sources and analyze all employment processes. Investigate barriers to pinpoint root causes of observed triggers through requests for information that flows from the identified triggers, review pertinent documents and consult with knowledgeable individuals. Create a plan to address barrier causes; determine whether barriers are job-related and consistent with business necessity. If not, plan to eliminate those barriers. Consider modifications even where barriers are non-job-related and consistent with business necessity. Assess results and success of the plan. Track progress; should be measurable. Hold agency officials accountable. Conduct periodic reassessments to adjust plan as necessary. |
| **STATEMENT OF IDENTIFIED BARRIER:**<br><br>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | In the category of women, are the subgroups of Hispanic Women, White Women, African American or Black Women, Asian Women, Native Hawaiian or other Pacific Islander Women, American Indian or Alaska Native Women, and Women of two or more Races adequately represented? |
| **OBJECTIVE:**<br><br>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition. | Complete an independent barrier analysis for each subgroup of Women in Tables A1. |
| **RESPONSIBLE OFFICIAL:** | Federal Women's Program Manager |
| **DATE OBJECTIVE INITIATED:** | September 19, 2013 |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | October 1, 2015 |

| EEOC FORM 715-01 PART I | EEO Plan To Eliminate Identified Barrier |
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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
|---|---|
| Breakout subgroups of Table A1 for FY 2015 | 6/1/2015 |
| Identify Triggers for potential barriers by selecting a random sampling of selections made in FY 2015 and analyze all of the employment processes involved with these selections | 10/1/2015 |
| Investigate all barriers and pinpoint root causes of observed triggers – develop requests for information which flow from triggers; review pertinent documents, consult knowledgeable individuals | 10/1/2015 |
| Create Action Plans to address barrier causes, determined if barriers are job-related and consistent with business necessity, if not, develop plan to eliminate barrier. Consider modifications where barriers are job-related and report plan and progress to EEOC annually | 10/1/2015 |
| Assess success of the plan, track progress, hold agency officials accountable, conduct periodic re-assessments to discover if plan needs adjusting | 12/1/2015 |

**Report Of Accomplishments and Modifications To Objective:**

The MD-715 Reports FY 2013 Executive Summary contained break outs of Women in the Permanent Workforce by subgroups and identifies representation levels relating to BPA Total Workforce compared to Civilian Labor Force (CLF) Table A1. The Executive Summary also included a break out by Participation Rates for Major Occupations (Table A6) for all EEO groups further broken out by men and women in the subgroup categories in Participation Rate for Major Occupations Table A6.

Due to the Get-Well Plan Reconstruction in FY 2014 this was not accomplished as hires were limited to those of priority consideration.

| EEOC FORM 715-01 PART I | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT |
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| U.S. Department of Energy, Bonneville Power Administration | FY 2014 |
| **STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:**<br><br>Provide a brief narrative describing the condition at issue.<br><br>How was the condition recognized as a potential barrier? | Barrier Analysis: To prevent discriminatory conduct, MD-715 expects agencies to conduct a barrier analysis, which is the process of identifying and modifying policies, procedures, and practices that may operate to exclude certain groups from career opportunities. BPA shall initially review information from a number of areas, such as hiring and separation rates, recruitment efforts, exit interviews, disciplinary actions, complaints data, and employee viewpoint surveys. Once BPA has enough information to identify a possible barrier, the agency should devise an action plan to remove that barrier and include it is Part I of its next MD-715 Report. |
| **BARRIER ANALYSIS:**<br><br>Provide a description of the steps taken and data analyzed to determine cause of the condition. | Review current statistical reports to identify possible triggers. Take, review and refine compulsory snapshots; take additional snapshots if needed. Review all other information sources and analyze all employment processes. Investigate barriers to pinpoint root causes of observed triggers through requests for information that flows from the identified triggers, review pertinent documents and consult with knowledgeable individuals. Devise a plan to address barrier causes; determine whether barriers are job-related and consistent with business necessity If not, plan to eliminate those barriers. Consider modifications even where barriers are non-job-related and consistent with business necessity Assess results and success of the plan. Track progress; should be measurable. Hold agency officials accountable. Conduct Periodic reassessments to adjust plan as necessary. |
| **STATEMENT OF IDENTIFIED BARRIER:**<br><br>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | |
| **OBJECTIVE:**<br><br>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition. | Review current statistical reports to identify possible triggers. Develop a plan to final to pinpoint possible barriers. Create a plan to determine if job-related, business necessity and devise a plan to address barrier causes. |
| **RESPONSIBLE OFFICIAL:** | Godfrey Beckett, Manager, Civil Rights and Equal Employment Opportunity<br>Brian Carter, Director, Human Capital Management |
| **DATE OBJECTIVE INITIATED:** | September 13, 2013 |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | October 1, 2015 |

| EEOC FORM 715-01 PART I | EEO Plan To Eliminate Identified Barrier |
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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Identify tables for which to conduct analysis | 6/1/2015 |
| Identify Triggers for potential barriers by selecting a random sampling of selections made in FY 2015 and analyze all of the employment processes involved with these selections | 10/1/2015 |
| Investigate all barriers and pinpoint root causes of observed triggers – develop requests for information which flow from triggers; review pertinent documents, consult knowledgeable individuals | 10/1/2015 |
| Devise Action Plans to address barrier causes. determine if barriers are job-related and consistent with business necessity, if not, develop plan to eliminate barrier. Consider modifications where barriers are job-related and report plan and progress to EEOC annually | 10/1/2015 |
| Assess success of the plan, track progress, hold agency officials accountable, conduct periodic re-assessments to discover if plan needs adjusting | 12/1/2015 |

**Report Of Accomplishments and Modifications To Objective**
Due to the Get-Well Plan Reconstruction in FY 2014 this was not accomplished as hires were limited to those of priority consideration.

# BONNEVILLE POWER ADMINISTRATION

# FY 2014 MD-715

# PART I

# AWARDS

| EEOC FORM<br>715-01<br>PART I | *U.S. Equal Employment Opportunity Commission*<br>FEDERAL AGENCY ANNUAL<br>EEO PROGRAM STATUS REPORT |
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| U.S. Department of Energy, Bonneville Power Administration | FY 2014 |
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| **STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:**<br><br>Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier? | There are disparities regarding the granting of awards to some groups:<br><br>**Time-Off Awards**<br>In both time-off award categories (1-9 hrs. and 9+ hrs.), the participation rates for Hispanics and African Americans were below their participation rates in the Agency.<br><br>**Cash Awards ($100 - $500)**<br>Hispanics, African Americans, Asians, and American Indian/Alaska Native men received awards at rates below their participation rates in the Agency workforce.<br><br>**Cash Awards ($501+)**<br>**(prior year data not available for comparison due to this being a new category)**<br>Hispanics, African Americans, Asians, and American Indian/Alaska Natives received awards at rates below their participation rates in the Agency workforce.<br><br>**Quality Step Increases**<br>Two or more races, Native Hawaiian females, and American Indian/Alaska Native males were the only groups that did not receive quality step increases.<br><br>**Targeted Disabilities**<br>Employees with Targeted Disabilities had participation rates below their participation rates in the Agency workforce in the Cash Awards ($100-$500) category. Employees with Targeted Disabilities had participation rates below their participation rates in the Agency workforce in the Cash Awards ($501+) category. Employees with Targeted Disabilities did not receive Quality Step Increases or Time-Off Awards (1-9 hrs.).<br><br>The above conditions were recognized by reviewing Tables A13 and B13 regarding award receipt and comparing participation rates of employee groups with appropriate benchmarks. |
| **BARRIER ANALYSIS:**<br>Provide a description of the steps taken and data analyzed to determine cause of the condition. | The Agency does not formally or consistently administer an oversight program to identify and rectify award dispanities. The inter-Agency team will formulate an action plan to address the establishment of timetables to review the employee recognition and awards program and procedures to identify systemic barriers to full participation. |
| **STATEMENT OF IDENTIFIED BARRIER:**<br>Provide a succinct statement of the agency policy, procedure, or practice that has been determined to be the barrier of the undesired condition. | N/A at this time. |
| **OBJECTIVE:**<br>State the alternative or revised agency policy, procedure, or practice to be implemented to correct the undesired condition. | TBD by Inter-Agency Recognition Team |
| **RESPONSIBLE OFFICIAL:** | Chief Human Capital Officer, Recognition Team. |
| **DATE OBJECTIVE INITIATED:** | October 1, 2011 |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | October 2, 2015 |

| EEOC FORM 715-01 PART I | EEO Plan To Eliminate Identified Barrier |
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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE September 30, 2015 |
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| Planned activities will be developed by an inter-Agency team. | |

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

A modified objective will be developed and a target date established by the inter-Agency team for FY 2015.

# BONNEVILLE POWER ADMINISTRATION

# FY 2014 MD-715

# PART I

# BLACK OR AFRICAN AMERICAN MALES

| EEOC FORM 715-01 PART I | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT |
|---|---|
| U.S. Department of Energy, Bonneville Power Administration | FY 2014 |
| **STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:** Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier? | Black or African American males have a lower participation rate in the Agency of 2.15% compared to the FY 2010 CLF of 5.49%.<br><br>The percentage of new hires of permanent African American males in FY 2014 of 1.15% is lower than the percentage of African American males in the FY 2010 CLF of 5.49%.<br><br>The percentage of separations for African American males is 1.6% of the total population of employee separations for FY 2014. That separation rate compares favorably to the percentage of African American males in the permanent workforce, which is of 2.15% for FY 2014. 5.1% of African American males participate in the work force as Executive/Senior Level Officials and Managers. This percentage compares favorably to the percentage of African American males in the permanent workforce, which is of 2.15% for FY 2014.<br>African American males participate in the BPA workforce mainly as Professionals and Officials or Managers. While working as Professionals, primarily in the Program Management occupation, the rate of participation is 3.08%. This percentage compares favorably to the percentage of African American males in the permanent workforce, which is of 2.15% for FY 2014. African-American males work as Officials or Managers at a level of 1.77% of the BPA workforce. White males on the other hand, participate as Officials and Managers 61.1 % of the time, although they comprise only 57.75% of the workforce.<br><br>The above conditions were recognized as a result of analyzing Agency statistical data (Tables A1, A3, A8, and A14,) and comparing participation rates of African American males with the appropriate benchmarks. |
| **BARRIER ANALYSIS:** Provide a description of the steps taken and data analyzed to determine cause of the condition. | Tables A8 and A14 addressing hires and separations were analyzed. Tables A7 and A9 addressing applicants and hires in major occupations and internal selections in major occupations were analyzed and data from prior year MD-715. Information was obtained from appropriate Agency Staff. |
| **STATEMENT OF IDENTIFIED BARRIER:** Provide a succinct statement of the agency policy, procedure, or practice that has been determined to be the barrier of the undesired condition. | After reviewing the above information, it appears that the Agency's recruitment and hiring/selection practices have resulted in lower than expected improvements in the participation rates of African-American males. The barrier seems to exist in the recruitment and hiring efforts. |
| **OBJECTIVE:** State the alternative or revised agency policy, procedure, or practice to be implemented to correct the undesired condition. | BPA will review and expand its recruitment efforts with minority-serving institutions and other organizations involved in the hiring and placing of African American males, and will encourage management to work towards having a workforce that mirrors the diversity in the CLF. The Agency will continue to periodically review statistical data regarding African-American male employees. |
| **RESPONSIBLE OFFICIAL:** | Human Capital Management's Talent Acquisition and selecting officials. |
| **DATE OBJECTIVE INITIATED:** | September 13, 2007 |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | September 30, 2020 |

| EEOC FORM 715-01 PART I | EEO Plan To Eliminate Identified Barrier |
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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| BPA will continue its partnership with Diversity Careers and Equal Opportunity Publications (EOP) by identifying interviewees for future issues. We will also leverage other BPA business units to support our efforts such as:<br>• Providing recruitment materials for events that a recruiter is unable to attend.<br>• Partnering with Special Emphasis Program Managers to assist in increasing minority applicants by identifying sources and providing community and outreach services, networking with various external organizations, and assisting with recruitment efforts. | September 30, 2015 and ongoing |
| Continue partnering with websites that target diverse populations in order to expand awareness of the BPA brand through the following:<br>• American Association of Blacks in Energy<br>• National Association of African Americans in Human Resources | September 30, 2015 and ongoing |
| The recruitment staff will continue promoting BPA as an "employer of choice" in a wide range of national publications, trade journals, professional associations, etc.<br>• Diversity Careers<br>• Equal Opportunity Employer publication<br>• Women in Trades Publication<br>• American Association of Blacks in Energy Conference publication<br>• NW Youth Expo Conference Program | September 30, 2015 and ongoing |

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

**Accomplishment:** BPA advertised and/or attended in the following publications/career fairs:

- Diversity Careers—advertised in this publication
- Equal Opportunity Employer-advertised in this publication
- Black EOE Journal publication-advertised in this publication
- Women in Trades Publication-advertised in this publication and co-sponsored women in trades event/had a career booth/had demonstration booths as well.
- American Association of Blacks in Energy Conference publication.
- Northwest Youth Expo Conference Program-advertised in their brochure and had a career booth at this event
- Portland Observer publication- advertised in MLK edition
- The Skanner - local Portland publication - advertised
- Hispanic Employment and Business Fair – advertised in event brochure and sponsored a career booth at event
- Tapping Fresh Talent Event – Disabled Workers career fair
- African American Leadership Development Program at UCLA - BPA employees participated in this program

*See appendix for FY 2014 Recruitment Schedule*

BPA also participated in the UCLA Leadership Program with three employees participating in that program.

# BONNEVILLE POWER ADMINISTRATION

# FY 2014 MD-715

# PART I

# HISPANICS

| EEOC FORM<br>715-01<br>PART I | *U.S. Equal Employment Opportunity Commission*<br>FEDERAL AGENCY ANNUAL<br>EEO PROGRAM STATUS REPORT |
|---|---|
| US Department of Energy, Bonneville Power Administration | FY 2014 |
| **STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:**<br>Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier? | • The Hispanic BPA workforce is at 3.74% and remains well below the CLF Hispanic workforce participation rate of 9.96%.<br>• Hispanic Women are not represented in the following General Schedule Grades: GS-01 – GS-04, GS-06 – GS-07 and GS-10.<br>• Hispanic Men are not represented in the following General Schedule Grades: GS-01 – GS-03, GS-05 – GS-06, GS-08 and GS-15. Hispanic Men are not represented in the Senior Executive Service.<br>• The percentage of Hispanic permanent new hires of 5.82% is lower than the percentage of Hispanics in the CLF of 9.96%. |
| **BARRIER ANALYSIS:** Provide a description of the steps taken and data analyzed to determine cause of the condition. | • Table A1 was analyzed regarding total Hispanic BPA workforce.<br>• Table A4-1 was analyzed regarding underrepresentation of BPA Hispanic employees in lower General Schedule Grades.<br>• Table A8 was analyzed regarding the underrepresentation of BPA Hispanic new hires. |
| **STATEMENT OF IDENTIFIED BARRIER:** Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | After reviewing the above information, it appears that BPA's recruitment and hiring/selection practices have not resulted in substantial improvements in the participation rates of Hispanics. |
| **OBJECTIVE:**<br>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition. | BPA will review and expand, as appropriate, its recruitment efforts with minority-serving institutions and other organizations involved in the hiring and placement of Hispanics, and will encourage BPA management to work towards having a workforce that mirrors the diversity in the CLF.<br><br>BPA will continue to review statistical data regarding the BPA Hispanic workforce for improvements. |
| **RESPONSIBLE OFFICIAL:** | Chief Human Capital Officer; Civil Rights & EEO Manager |
| **DATE OBJECTIVE INITIATED:** | October 2009 |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | September 30, 2020 |

| EEOC FORM 715-01 PART I | EEO Plan To Eliminate Identified Barrier |
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| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
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| Increase recruitment visits at Hispanic career fairs and conferences. | September 30, 2015 and ongoing |
| Make contact with the Hispanic Association of Colleges and Universities (HACU) and other professional organizations to assist in obtaining an increased number of Hispanic referrals. | September 30, 2015 and ongoing |
| Continue partnership with Portland's Hispanic Metropolitan Chamber of Commerce and continue to sponsor BPA employee participation in the Hispanic Chamber's Latino Leadership Development Program. | September 30, 2015 and ongoing |

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

**Accomplishment**: Since 2008, BPA has supported and sponsored the participation of 14 Hispanic BPA employees in an external leadership development program lead by the Portland Hispanic Metropolitan Chamber of Commerce. The Latino Leadership Development Program allows BPA employees to participate in leadership development curriculums and bring their learning experiences back to BPA. Participation also states that BPA graduates will mentor other BPA employees who compete and are selected to participate in the program in the future.

**Latino Leadership Program Curriculum:**

- Leadership Through Emotional Intelligence
- Leadership Practices
- Ethical Leadership
- Leadership in Government and Public Policy
- Leadership Through Communication/ Problem-Solving Skills
- Developing an Effective Leadership Team
- Presentation Skills
- Strategic Planning
- Project Implementation
- Working with the Media
- Negotiation Skills
- Change Acceleration Process (CAP)
- "The Brand Called You"
- What is Upper Management Looking For?

**Accomplishments:**

- Continued partnership with Portland's Metropolitan Hispanic Chamber by sponsoring BPA employee participation in the Hispanic Chamber's Latino Leadership Development Program. BPA sponsored two employees in FY 2014.
- BPA sponsored two scholarships through the Oregon Latino Scholarship Fund. The purpose of sponsoring these scholarships is to support aspiring Latino students to complete their higher education and promote BPA as an employer of choice.

**Planned Activity:** Due to the BPA's hiring authority suspension, recruitment efforts were limited in FY 2014. BPA will review and expand, as appropriate, its recruitment efforts with minority-serving institutions and other organizations involved in the hiring and placement of Hispanics. See appendix for FY 2014 Recruitment Schedule.

# BONNEVILLE POWER ADMINISTRATION

# FY 2014 MD-715

# PART I

# WOMEN

| EEOC FORM 715-01 PART I | *U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT | |
|---|---|---|
| U.S. Department of Energy, Bonneville Power Administration | | FY 2014 |
| **STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:**<br><br>Provide a brief narrative describing the condition at issue.<br><br>How was the condition recognized as a potential barrier? | BPA participation rate for all women overall decreased slightly from FY 2013 of 33.78% to 32.41% which is still below the CLF of 48.16%. Table A1, Total Workforce<br><br>Hispanic women are not represented in GS-01 – GS04, GS-06 – GS-07 and GS-10<br>White women are not represented in GS-01 – GS-03<br>Black or African American women are not represented in GS-01 – GS-03 and GS-05 – GS-07<br>Asian women are not represented in GS-01 – GS-06, GS-08, GS-10 and Senior Executive Service<br>Native Hawaiian or Other Pacific Islander Women are not represented in GS-01 – GS-10, GS-13, GS-15 and Senior Executive Service<br>American Indian or Alaska Native women are not represented in GS-01 – GS-06, GS-08, GS-10, GS-14 and Senior Executive Service<br>Women of Two or more races are not represented in GS-01 – GS-08, GS-10 and Senior Executive Service<br><br>**Major Occupations:** The three lowest participation rates for women overall are PSC Craftsmen (series 2604), SPC Craftsmen (series 2606) and Mechanical Engineers (series 0830). Women overall have zero representation in the PSC Craftsmen (series 2604) *Table A6 Workforce Participation rates for Major Occupations.*<br><br>White women have zero representation in PSC Craftsmen (series 2604). White Women have low representation rates in Mechanical Engineers (series 0830) and SPC Craftsmen (series 2606). *Table A6*<br><br>Hispanic or Latino women have zero representation in the major occupations of Electrical Worker (series 2810), Mechanical Engineers (series 0830), and SPC Craftsman (Series 2606) and PSC Craftsmen (series 2604).<br>Black or African American women have zero representation in the major occupations of Electrical Worker (series 2810), Substation Operators & Dispatchers (series 5407), Mechanical Engineers (series 0830), SPC Craftsman (series 2606) and PSC Craftsmen (series 2604). *Table A6*<br><br>Asian women have zero representation in the major occupations of Electrical Worker (series 2810), Substation Operators & Dispatchers (series 5407), Mechanical Engineers (series 0830), SPC Craftsman (series 2606) and PSC Craftsmen (series 2604). *Table A6*<br><br>Native Hawaiian or Other Pacific Islander women have zero representation in all of the major occupations except for Public Utilities Specialist (series 1130). *Table A6*<br><br>American Indian or Alaska Native Women have zero in all of the major occupations except for Public Utilities Specialist (series 1130) and General Business (series 1101). *Table A6*<br><br>Women with two or more races have zero representation in the major occupations of Electrical Worker (series 2810), Substation Operators & Dispatchers (series 5407)SPC Craftsman (series 2606) and PSC Craftsmen (series 2604) *Table A6* | |

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| | **New Hires by Type of Appointment Permanent and Temporary:** A total of 16 (18.39%) women were New Hires. 15 (17.44%) women are permanent new hires and one woman was hired in a temporary position. In the permanent new hires positions there was zero representation of Black or African American women, Native Hawaiian or other Pacific Islander, American Indian or Alaska Native and Women of two or more races. There were no minority women hired in the temporary appointment category. *Table A8, New Hires by Type of Appointment.*<br><br>**Time Off Awards 1-9 hours:** Women overall received 58.26% of time off awards in the 1-9 hours category. Native Hawaiian or other Pacific Islander, American Indian or Alaska Native women did not receive time off awards. *Table A13 Employee Recognition and Awards*<br><br>**Time Off Awards 9+ hours:** No women received awards in the 9+ hours in the time off category.<br><br>Cash Awards ($100 - $500): Women received 36.39% of the cash awards ($100 - $500) and received an average of $238 compared to males who received 63.61% of cash awards ($100 - $500). White women received 29.11% and averaged $238. Hispanic women received 1.58% and averaged $241. Black or African American women received 1.57% and averaged $245. Asian women received 2.19% and averaged $225. Native Hawaiian or other Pacific American women received 0.15% and averaged $191. American Indian and Alaska Native women received 0.81% and averaged $270. Women of two or more races received 0.98% and averaged $247.<br><br>Cash Awards ($501+): Women received 32.34% of the monetary cash awards compared to men who received 67.66%. Hispanic women received 1.31% and averaged $1027. White women received 27.15% and averaged $1209. Black or African American women received 1.03% and averaged $1501. Asian women received 1.77% and averaged $1084. Native Hawaiian or other Pacific American women received 0.17% and averaged $921. American Indian or Alaska Native women received 0.40% and averaged $1253. Women of two or more races received 0.51% and averaged $1343.<br><br>Quality Step Increases: Women received 50.43 % of the quality step increases compared to men who received 49.57% of the quality step increases. Hispanic women received 2.61%, White women received 42.61%, Black or African American women received 0.87%, Asian women received 1.74% and American Indian or Alaska Native women received 2.61%. Native Hawaiian or other Pacific Islander women of two or more races did not receive Quality Step Increases. Table A13, Employee Recognition and Awards.<br>Separations: Voluntary separations of women overall represented 32.70% of the total, while men represented 67.48%. Involuntary separations of women represented 40%, while men represented 60%, White women had the highest voluntary separation rate at 28.64% and the highest involuntary separation rate at 40%. Table A14, Separations by type of separation. |
| **BARRIER ANALYSIS:**<br><br>Provide a description of the steps taken and data analyzed to determine cause of the condition. | Tables A1, Total Workforce and A6 Participation Rates for Major Occupations and A8 New Hires by Type of Appointment, Table A13 Awards and Table A14, Separations were analyzed. |
| **STATEMENT OF IDENTIFIED BARRIER:**<br><br>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | After reviewing the above information, it appears that BPA's recruitment and hiring/selection practices have not resulted in significant changes to the participation rates of Women, through the applicant flow analysis and as identified in the FEORP, work still needs to be done to have a more focused recruitment strategy in reaching all female applicants, both internally and externally. |

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| **OBJECTIVE:**<br><br>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition. | BPA will continue to strengthen its recruitment efforts locally, through community partnerships, outreach efforts, apprentice and Pathways Programs and other organizations involved with the hiring and placement of women. BPA will continue to encourage its management to work towards a diverse workforce that mirrors the community that we serve and the civilian labor force. BPA will review statistical data quarterly regarding female employees to ascertain improvement. |
| **RESPONSIBLE OFFICIAL:** | Chief Human Capital Officer; Talent Acquisition Manager: Recruitment and Staffing; Strategic Business Partners; and BPA Hiring Officials. |
| **DATE OBJECTIVE INITIATED:** | October 1, 2009 |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | September 30, 2020 |

| EEOC FORM 715-01 PART I | EEO Plan To Eliminate Identified Barrier |
|---|---|

| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
|---|---|
| BPA will obtain a process to gather Applicant Flow data collection and analysis regarding the zero and low participation rates of Women in the various applicant pools. **Modification:** A new hiring system in FY 2015 is being put into place to produce applicant flow data. | September 30, 2015 and ongoing |
| BPA will continue its use of Ambassadors to provide outreach to colleges and universities, veterans outreach, and trade organizations, etc., to improve recruitment efforts resulting in placement of Women. **Modification:** BPA conducted a survey in FY 2014 to identify needs when executives attend outreach events. The Cross Agency Diversity Team then assembled and piloted an ambassador toolkit. Executives will be using the toolkit at outreach events in FY 2015. It is available to non-executives attending outreach events. | FY 2014 |
| Continue to participate in the *Women in the Trades* Fair to continue to outreach for tradeswomen; the fair reaches out to 1,500+ women and girls each year. | Ongoing |
| BPA's Strategic Business Partners will continue to work with BPA Management and selecting officials about recruitment and hiring strategies for increasing the employment of Women with conspicuous absence and low participation rates. | September 30, 2012 and ongoing |
| Continue with internal and external Leadership development programs with emphasis on mid-management and non-managerial leadership development. | September 30, 2012 and continuing |
| Assess the opportunity to leverage recruitment firms with diversity expertise and track record for delivering diverse candidates when necessary to recruit for hard-to-fill and Senior Management opportunities, and for positions where diversity has low representation. | September 30, 2012 and ongoing |

| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE |
| --- |
| **Objective:** BPA will continue to work with HCM to obtain Applicant Flow data collection and analysis regarding the zero and low participation rates of Women in the various applicant pools.<br>**Accomplishment:** Implementing a new hiring system in FY 2015.<br><br>**Objective:** BPA will continue its use of Ambassadors to provide outreach to colleges and universities, veterans outreach, and trade organizations, etc., to improve recruitment efforts resulting in placement of Women.<br>**Accomplishment:** While not specifically targeted as Recruitment of Women events, with the exception of the Women In Trades event, BPA participated in the following recruitment efforts in FY 2014 concentrating on Veterans. A survey will be conducted in FY 2015 to assess the current ambassador's toolkit. The results of the survey will determine if the Ambassador toolkit needs to be updated and provided to executives and senior managers and by staff who attend outreach events in the future. Will report on this objective in the next MD-715. See appendix for FY 2014 Recruitment Schedule.<br><br>**Objective:** BPA Human Capital Management function will continue to work with Management and selecting officials regarding recruitment and hiring strategies aimed at increasing the employment of Women in fields with low participation rates.<br>**Accomplishment:** The *Women in the Trades* Fair is the main outreach we participate in for tradeswomen - it reaches 1,500+ women and girls each year.<br><br>**Objective**: Create training opportunities focused on educating BPA employees on how to navigate the career network with emphasis on mid-management and non-managerial leadership development.<br>**Accomplishment**: Implemented the Emerging Leaders Training in FY 2014. |

# BONNEVILLE POWER ADMINISTRATION

# FY 2014 MD-715

# PART I

# PERSONS WITH TARGETED DISABILITIES AND PERSONS WITH DISABILITIES

| EEOC FORM<br>715-01<br>PART I | *U.S. Equal Employment Opportunity Commission*<br>FEDERAL AGENCY ANNUAL<br>EEO PROGRAM STATUS REPORT |
|---|---|
| US Department of Energy Bonneville Power Administration | FY 2014 |
| **STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:**<br>Provide a brief narrative describing the condition at issue.<br>How was the condition recognized as a potential barrier? | The BPA Persons With Targeted Disabilities permanent workforce participation rate is at 0.52%, which is significantly below the federal high of 2.0%.<br><br>The BPA Persons With Disabilities permanent workforce participation rate is at 8.74%. |
| **BARRIER ANALYSIS:**<br>Provide a description of the steps taken and data analyzed to determine cause of the condition. | Table B1 was analyzed regarding the permanent BPA workforce of Persons With Targeted Disabilities and Persons with Disabilities. |
| **STATEMENT OF IDENTIFIED BARRIER:**<br>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | In analyzing the tables it appears that limited hiring resources may be affecting the low participation rate of the permanent BPA workforce of Persons with Targeted Disabilities and Persons with Disabilities. |
| **OBJECTIVE:**<br>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition. | Increase representation rates of Persons with Targeted Disabilities and Persons with Disabilities. |
| **RESPONSIBLE OFFICIAL:** | Chief Human Capital Officer; Talent Acquisition, People with Disabilities Program Manager, Hiring Officials. |
| **DATE OBJECTIVE INITIATED:** | January 2008 |
| **TARGET DATE FOR COMPLETION OF OBJECTIVE:** | September 2020 |

| EEOC FORM 715-01 PART I | EEO Plan To Eliminate Identified Barrier |
|---|---|

| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE: | TARGET DATE (Must be specific) |
|---|---|
| Implement BPA's Targeted Recruitment Plan for Individuals with Disabilities which will provide information on special hiring authorities, resources, and outreach/recruitment methods. | September 30, 2020 |
| Increase the education and awareness levels of managers and supervisors regarding the Schedule A Hiring Authority. | September 30, 2020 |
| Continue to train managers, supervisors, and employees annually regarding diversity, EEO, accessibility, and reasonable accommodation. | September 30, 2020 |

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

**FY 2013 Goals and Status**
**Goal 1: Create and implement the Persons with Targeted Disabilities (PWTDs) Recruitment and Retention Plan**

***Modification***: The office of Performance Enhancement plans to increase representation of PWTD in the performance standards of managers and supervisors. The goal will hold managers accountable for attaining a 2% hiring goal for PWTDs by including that goal as an element of the managers' contracts.

**Goal 2: Improve Career Development Opportunities for PWTDs**
BPA encourages all employees to complete an Individual Development Plan with their manager, which is used to identify training needs necessary to be successful in their current position, and in possible future advancement opportunities.

***Accomplishment***: A standard component of instructions is issued to managers and supervisors as they work with employees on their Performance Plans.

**Goal 3: Training for all employees Managers and Supervisors on Individuals with Targeted Disabilities**
***Modification***: In FY 2015 BPA will research possible training classes that can be made available to all employees, managers and supervisors.

**Goal 4: Promote the Individuals With Targeted Disabilities Special Emphasis Program**
***Modification***: Information about the Schedule A Hiring Authority is available for managers on BPA's internal Manager's Resource page.

***Modification***: BPA will create an external webpage on BPA Jobs website to promote Schedule A Hiring Authority once there is a Person's with Targeted Disabilities Recruitment plan in place.

BPA will incorporate the following measures for FY 2015 and beyond as suggested by the Equal Employment Opportunity Commission:

1. Collect and review applicant flow data to access the recruitment of qualified individuals with targeted disabilities.

2. Conduct focus groups with employees and targeted disabilities to discuss their recruitment, hiring and career growth experiences with the agency.
   **Action Taken**: BPA's Office of Performance Enhancement to partner with internal agency resources to conduct surveys to discern the workforce's overall feelings about PWTDs and calculate the number of employees in that category.

3. Meet with disability organizations and universities' Disabled Student Services offices to explore the perceptions of the agency within the disability community.

4. Evaluate the career advancement opportunities for employees with targeted disabilities to and through the mission critical occupations.

5. Review all occupations and identify series having occupational requirements that may preclude employment of People with Targeted Disabilities.

6. Conduct climate assessment (surveys) to obtain feedback from the workforce.
   **Action Taken:** See number 2.

7. Resurvey the workforce to ensure accurate disability status information.
**Action Taken:** On October 30, 2014, Robert Gibbs, Department of Energy's Chief Human Capital Officer sent a memo to Department of Energy employees, of which BPA is a part of, and asked employees to consider updating their disability status information. In FY 2015 BPA will also send out a memo to personally ask employees to consider updating their disability status.

| EEOC FORM 715-01 PART J | *U.S. Equal Employment Opportunity Commission*<br>FEDERAL AGENCY ANNUAL<br>EEO PROGRAM STATUS REPORT<br>**Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities** |
|---|---|

| PART I Department or Agency Information | | |
|---|---|---|
| | 1. Agency | 1. U.S. Department of Energy |
| | 1.a. 2nd Level Component | 1.a. Bonneville Power Administration |
| | 1.b. 3rd Level or lower | 1.b. |

| PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities | Enter Actual Number at the ... | ... beginning of FY. | | ... end of FY. | | Net Change | |
|---|---|---|---|---|---|---|---|
| | | Number | % | Number | % | Number | Rate of Change |
| | Total Work Force | 3011 | 100.00% | 2888 | 100.00% | -123 | -4.09 |
| | Reportable Disability | 271 | 9.00% | 254 | 8.80% | -17 | -6.27 |
| | Targeted Disability* | 18 | 0.60% | 15 | 0.52% | -3 | -16.67 |
| | * If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below). | | | | | | |
| | 1. **Total Number of Applications Received From Persons With Targeted Disabilities** during the reporting period. | | | | | | 0 |
| | 2. **Total Number of Selections of Individuals With Targeted Disabilities** during the reporting period. | | | | | | 0 |

**PART III Participation Rates In Agency Employment Programs**

| Other Employment/Personnel Programs | TOTAL | Reportable Disability | | Targeted Disability | | Not Identified | | No Disability | |
|---|---|---|---|---|---|---|---|---|---|
| | | # | % | # | % | # | % | # | % |
| 3. Competitive Promotions | | | | | | | | | |
| 4. Non-Competitive Promotions | 105 | 11 | 10.48 | 0 | 0.00 | 2 | 1.90 | 92 | 87.62 |
| 5. Employee Career Development Programs | | | | | | | | | |
| 5.a. Grades 5 - 12 | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| 5.b. Grades 13 - 14 | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| 5.c. Grade 15/SES | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| 6. Employee Recognition and Awards | | | | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 6.a. Time-Off Awards (Total hrs awarded) | 70 | 8 | 11.43 | 0 | 0.00 | 1 | 1.43 | 61 | 87.14 |
| 6.b. Cash Awards (total $$$ awarded) | $3449110 | $259176 | | $15268 | | $89638 | | $3085028 | |
| 6.c. Quality-Step Increase | 115 | 3 | 2.61 | 0 | 0.00 | 0 | 0.00 | 112 | 97.39 |

| EEOC FORM **715-01** Part J | Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities |
|---|---|
| **Part IV**<br><br>Identification and Elimination of Barriers | Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities **using FORM 715-01 PART I**. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers. |
| **Part V**<br><br>Goals for Targeted Disabilities | Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will effect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.<br><br>Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied. |

All goals are addressed in part I of this report under the Report of accomplishments and modifications section.

U.S.DEPARMENT OF ENERGY
BONNEVILLE POWER ADMINSITRATION
FY 2014
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
APPENDICES

1. BPA Workforce Data Tables – 2014
   a. "A" Tables for Distribution by Race/Ethnicity and Sex
   b. "B" Tables for Distribution by Disability Status and Targeted Disabilities
2. FY 2014 - Annual Federal EEO Statistical Report of Discrimination Complaints (includes Informal EEO Counseling, Formal Complaints of Discrimination, and Alternative Dispute Resolution) (EEOC 462 Report)
3. BPA Organizational Chart December 2014
4. Harassment-Free Workplace Policy (Internal Policy) PL-752-3
5. Memorandum from DOE and Bonneville Power Administration, Update regarding Bonneville Power Administration
6. BPA Manual Chapter 400-713C titled: BPA Equal Employment Opportunity and Non-Discrimination Policy updated and issued November 30, 2011
7. FY 2014 Training
8. Diversity Cross Agency Team
9. Talent Management Strategy FY 13-14
10. Reasonable Accommodation, (PL): 900-02
11. BPA's Strategic Direction and Targets 2013 - 2017
12. Disabled Veterans Affirmative Action Program (DVAAP), FY 14 Accomplishment Report
13. Bonneville Power Administration FY 2014 People with Disabilities Strategies
14. Positive Work Environment Team Charter, April 2014
15. Bonneville Power Administration Mission Critical Occupations and Workforce Treatment Plans, FY 2015
16. "Get Well Plan" Updates 07/21/14 and 09/03/14
17. FY 2014 Recruitment Schedule

# Appendix 1

## Table A1: TOTAL WORKFORCE - Distribution by Race/Ethnicity and Sex

| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| **TOTAL** | | | | | | | | | | | | | | | | | | |
| Prior FY | # | 3011 | 1994 | 1017 | 66 | 43 | 1698 | 826 | 63 | 42 | 94 | 59 | 6 | 3 | 29 | 20 | 38 | 24 |
| | % | 100.00 | 66.22 | 33.78 | 2.19 | 1.43 | 56.39 | 27.43 | 2.09 | 1.39 | 3.12 | 1.96 | 0.20 | 0.10 | 0.96 | 0.66 | 1.26 | 0.80 |
| Current FY | # | 2888 | 1952 | 936 | 64 | 44 | 1658 | 757 | 62 | 40 | 95 | 55 | 8 | 3 | 27 | 16 | 38 | 21 |
| | % | 100.00 | 67.59 | 32.41 | 2.22 | 1.52 | 57.41 | 26.21 | 2.15 | 1.39 | 3.29 | 1.90 | 0.28 | 0.10 | 0.93 | 0.55 | 1.32 | 0.73 |
| CLF 2010 | % | 100.00 | 51.84 | 48.16 | 5.17 | 4.79 | 38.33 | 34.03 | 5.49 | 6.53 | 1.97 | 1.93 | 0.07 | 0.07 | 0.55 | 0.53 | 0.26 | 0.28 |
| Alternate Benchmark | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Difference | # | -123 | -42 | -81 | -2 | 1 | -40 | -69 | -1 | -2 | 1 | -4 | 2 | 0 | -2 | -4 | 0 | -3 |
| Ratio Change | % | 0.00 | 1.37 | -1.37 | 0.02 | 0.10 | 1.02 | -1.22 | 0.05 | -0.01 | 0.17 | -0.06 | 0.08 | 0.00 | -0.03 | -0.11 | 0.05 | -0.07 |
| Net Change | % | -4.09 | -2.11 | -7.96 | -3.03 | 2.33 | -2.36 | -8.35 | -1.59 | -4.76 | 1.06 | -6.78 | 33.33 | 0.00 | -6.90 | -20.00 | 0.00 | -12.50 |
| **PERMANENT** | | | | | | | | | | | | | | | | | | |
| Prior FY | # | 2971 | 1974 | 997 | 66 | 43 | 1681 | 808 | 62 | 42 | 93 | 58 | 6 | 3 | 28 | 20 | 38 | 23 |
| | % | 100.00 | 66.44 | 33.56 | 2.22 | 1.45 | 56.58 | 27.20 | 2.09 | 1.41 | 3.13 | 1.95 | 0.20 | 0.10 | 0.94 | 0.67 | 1.28 | 0.77 |
| Current FY | # | 2859 | 1935 | 924 | 64 | 44 | 1642 | 747 | 62 | 40 | 95 | 54 | 8 | 3 | 26 | 16 | 38 | 20 |
| | % | 100.00 | 67.68 | 32.32 | 2.24 | 1.54 | 57.43 | 26.13 | 2.17 | 1.40 | 3.32 | 1.89 | 0.28 | 0.10 | 0.91 | 0.56 | 1.33 | 0.70 |
| Difference | # | -112 | -39 | -73 | -2 | 1 | -39 | -61 | 0 | -2 | 2 | -4 | 2 | 0 | -2 | -4 | 0 | -3 |
| Ratio Change | % | 0.00 | 1.24 | -1.24 | 0.02 | 0.09 | 0.85 | -1.07 | 0.08 | -0.01 | 0.19 | -0.06 | 0.08 | 0.00 | -0.03 | -0.11 | 0.05 | -0.07 |
| Net Change | % | -3.77 | -1.98 | -7.32 | -3.03 | 2.33 | -2.32 | -7.55 | 0.00 | -4.76 | 2.15 | -6.90 | 33.33 | 0.00 | -7.14 | -20.00 | 0.00 | -13.04 |
| **TEMPORARY** | | | | | | | | | | | | | | | | | | |
| Prior FY | # | 40 | 20 | 20 | 0 | 0 | 17 | 18 | 1 | 0 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 |
| | % | 100.00 | 50.00 | 50.00 | 0.00 | 0.00 | 42.50 | 45.00 | 2.50 | 0.00 | 2.50 | 2.50 | 0.00 | 0.00 | 2.50 | 0.00 | 0.00 | 2.50 |
| Current FY | # | 29 | 17 | 12 | 0 | 0 | 16 | 10 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 1 |
| | % | 100.00 | 58.62 | 41.38 | 0.00 | 0.00 | 55.17 | 34.48 | 0.00 | 0.00 | 0.00 | 3.45 | 0.00 | 0.00 | 3.45 | 0.00 | 0.00 | 3.45 |
| Difference | # | -11 | -3 | -8 | 0 | 0 | -1 | -8 | -1 | 0 | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ratio Change | % | 0.00 | 8.62 | -8.62 | 0.00 | 0.00 | 12.67 | -10.52 | -2.50 | 0.00 | -2.50 | 0.95 | 0.00 | 0.00 | 0.95 | 0.00 | 0.00 | 0.95 |
| Net Change | % | -27.50 | -15.00 | -40.00 | 0.00 | 0.00 | -5.88 | -44.44 | -100.00 | 0.00 | -100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **NON-APPROPRIATED** | | | | | | | | | | | | | | | | | | |
| Prior FY | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FY | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Difference | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ratio Change | % | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Net Change | % | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table A2: TOTAL WORKFORCE BY COMPONENT - Distribution by Race/Ethnicity and Sex

| Employment Tenure | | TOTAL EMPLOYEES | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| TOTAL FY | # | 2888 | 1952 | 936 | 64 | 44 | 1658 | 757 | 62 | 40 | 95 | 55 | 8 | 3 | 27 | 16 | 38 | 21 |
| | % | 100.00 | 67.59 | 32.41 | 2.22 | 1.52 | 57.41 | 26.21 | 2.15 | 1.39 | 3.29 | 1.90 | 0.28 | 0.10 | 0.93 | 0.55 | 1.32 | 0.73 |
| CLF 2010 | % | 100.00 | 51.84 | 48.16 | 5.17 | 4.79 | 38.33 | 34.03 | 5.49 | 6.53 | 1.97 | 1.93 | 0.07 | 0.07 | 0.55 | 0.53 | 0.26 | 0.28 |
| Alternate Benchmark | % | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table A3: OCCUPATIONAL CATEGORIES - Distribution by Race/Ethnicity and Sex

| Occupational Categories | | TOTAL EMPLOYEES | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| **1. Officials and Managers** | | | | | | | | | | | | | | | | | | |
| **Executive/Senior Level Officials and Managers (Grades 15 and Above)** | # | 98 | 71 | 27 | 0 | 2 | 63 | 21 | 5 | 2 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| | % | 100.00 | 72.45 | 27.55 | 0.00 | 2.04 | 64.29 | 21.43 | 5.10 | 2.04 | 3.06 | 1.02 | 0.00 | 0.00 | 0.00 | 1.02 | 0.00 | 0.00 |
| **Mid-level (Grades 13-14)** | # | 217 | 153 | 64 | 7 | 2 | 131 | 52 | 1 | 2 | 9 | 7 | 0 | 0 | 1 | 0 | 4 | 1 |
| | % | 100.00 | 70.51 | 29.49 | 3.23 | 0.92 | 60.37 | 23.96 | 0.46 | 0.92 | 4.15 | 3.23 | 0.00 | 0.00 | 0.46 | 0.00 | 1.84 | 0.46 |
| **First-Level (Grades 12 and Below)** | # | 2 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Other** | # | 249 | 172 | 77 | 3 | 0 | 150 | 71 | 4 | 3 | 11 | 2 | 0 | 0 | 1 | 0 | 3 | 1 |
| | % | 100.00 | 69.08 | 30.92 | 1.20 | 0.00 | 60.24 | 28.51 | 1.61 | 1.20 | 4.42 | 0.80 | 0.00 | 0.00 | 0.40 | 0.00 | 1.20 | 0.40 |
| **Officials and Managers - TOTAL** | # | 566 | 398 | 168 | 10 | 4 | 346 | 144 | 10 | 7 | 23 | 10 | 0 | 0 | 2 | 1 | 7 | 2 |
| | % | 100.00 | 70.32 | 29.68 | 1.77 | 0.71 | 61.13 | 25.44 | 1.77 | 1.24 | 4.06 | 1.77 | 0.00 | 0.00 | 0.35 | 0.18 | 1.24 | 0.35 |
| **Professionals** | # | 1463 | 889 | 574 | 28 | 35 | 720 | 448 | 45 | 27 | 58 | 37 | 5 | 3 | 12 | 9 | 21 | 15 |
| | % | 100.00 | 60.77 | 39.23 | 1.91 | 2.39 | 49.21 | 30.62 | 3.08 | 1.85 | 3.96 | 2.53 | 0.34 | 0.21 | 0.82 | 0.62 | 1.44 | 1.03 |
| **Technicians** | # | 56 | 35 | 21 | 5 | 1 | 29 | 20 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 62.50 | 37.50 | 8.93 | 1.79 | 51.79 | 35.71 | 0.00 | 0.00 | 0.00 | 0.00 | 1.79 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Sales Workers** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Administrative Support Workers** | # | 171 | 49 | 122 | 1 | 2 | 37 | 101 | 5 | 6 | 2 | 5 | 1 | 0 | 2 | 6 | 1 | 2 |
| | % | 100.00 | 28.65 | 71.35 | 0.58 | 1.17 | 21.64 | 59.06 | 2.92 | 3.51 | 1.17 | 2.92 | 0.58 | 0.00 | 1.17 | 3.51 | 0.58 | 1.17 |
| **Craft Workers** | # | 481 | 460 | 21 | 13 | 0 | 422 | 21 | 2 | 0 | 7 | 0 | 6 | 0 | 9 | 0 | 1 | 0 |
| | % | 100.00 | 95.63 | 4.37 | 2.70 | 0.00 | 87.73 | 4.37 | 0.42 | 0.00 | 1.46 | 0.00 | 1.25 | 0.00 | 1.87 | 0.00 | 0.21 | 0.00 |
| **Operatives** | # | 23 | 12 | 11 | 1 | 0 | 8 | 9 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 1 | 1 |
| | % | 100.00 | 52.17 | 47.83 | 4.35 | 0.00 | 34.78 | 39.13 | 0.00 | 0.00 | 8.70 | 4.35 | 0.00 | 0.00 | 0.00 | 0.00 | 4.35 | 4.35 |
| **Laborers and Helpers** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Service Workers** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table A4: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex (Permanent)

| GS/GM, SES, AND RELATED GRADES | | TOTAL EMPLOYEES | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| GS-01 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-02 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-03 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-04 | # | 25 | 17 | 8 | 1 | 0 | 12 | 7 | 0 | 1 | 2 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| | % | 100.00 | 68.00 | 32.00 | 4.00 | 0.00 | 48.00 | 28.00 | 0.00 | 4.00 | 8.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 4.00 | 0.00 |
| GS-05 | # | 5 | 3 | 2 | 0 | 1 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 60.00 | 40.00 | 0.00 | 20.00 | 40.00 | 20.00 | 20.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-06 | # | 6 | 0 | 6 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-07 | # | 25 | 16 | 9 | 1 | 0 | 12 | 7 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| | % | 100.00 | 64.00 | 36.00 | 4.00 | 0.00 | 48.00 | 28.00 | 0.00 | 0.00 | 12.00 | 4.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 |
| GS-08 | # | 22 | 4 | 18 | 0 | 1 | 4 | 15 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 18.18 | 81.82 | 0.00 | 4.55 | 18.18 | 68.18 | 0.00 | 9.09 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-09 | # | 76 | 26 | 50 | 2 | 4 | 14 | 36 | 5 | 3 | 2 | 4 | 0 | 0 | 2 | 2 | 1 | 1 |
| | % | 100.00 | 34.21 | 65.79 | 2.63 | 5.26 | 18.42 | 47.37 | 6.58 | 3.95 | 2.63 | 5.26 | 0.00 | 0.00 | 2.63 | 2.63 | 1.32 | 1.32 |
| GS-10 | # | 13 | 6 | 7 | 1 | 0 | 5 | 5 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 46.15 | 53.85 | 7.69 | 0.00 | 38.46 | 38.46 | 0.00 | 15.38 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-11 | # | 146 | 56 | 90 | 3 | 3 | 43 | 70 | 6 | 5 | 1 | 5 | 2 | 1 | 0 | 3 | 1 | 3 |
| | % | 100.00 | 38.36 | 61.64 | 2.05 | 2.05 | 29.45 | 47.95 | 4.11 | 3.42 | 0.68 | 3.42 | 1.37 | 0.68 | 0.00 | 2.05 | 0.68 | 2.05 |
| GS-12 | # | 530 | 267 | 263 | 9 | 20 | 210 | 204 | 13 | 10 | 25 | 16 | 1 | 1 | 2 | 4 | 7 | 8 |
| | % | 100.00 | 50.38 | 49.62 | 1.70 | 3.77 | 39.62 | 38.49 | 2.45 | 1.89 | 4.72 | 3.02 | 0.19 | 0.19 | 0.38 | 0.75 | 1.32 | 1.51 |
| GS-13 | # | 704 | 455 | 249 | 16 | 6 | 369 | 206 | 20 | 10 | 29 | 17 | 3 | 0 | 7 | 5 | 11 | 5 |
| | % | 100.00 | 64.63 | 35.37 | 2.27 | 0.85 | 52.41 | 29.26 | 2.84 | 1.42 | 4.12 | 2.41 | 0.43 | 0.00 | 0.99 | 0.71 | 1.56 | 0.71 |
| GS-14 | # | 435 | 288 | 147 | 11 | 6 | 243 | 125 | 8 | 5 | 18 | 8 | 0 | 1 | 2 | 0 | 6 | 2 |
| | % | 100.00 | 66.21 | 33.79 | 2.53 | 1.38 | 55.86 | 28.74 | 1.84 | 1.15 | 4.14 | 1.84 | 0.00 | 0.23 | 0.46 | 0.00 | 1.38 | 0.46 |
| GS-15 | # | 113 | 86 | 27 | 0 | 1 | 79 | 20 | 3 | 1 | 3 | 3 | 0 | 0 | 0 | 1 | 1 | 1 |
| | % | 100.00 | 76.11 | 23.89 | 0.00 | 0.88 | 69.91 | 17.70 | 2.65 | 0.88 | 2.65 | 2.65 | 0.00 | 0.00 | 0.00 | 0.88 | 0.88 | 0.88 |
| All other (unspecified GS) | # | 2 | 2 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 50.00 | 0.00 | 50.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Senior Executive Service | # | 13 | 7 | 6 | 0 | 1 | 5 | 4 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 53.85 | 46.15 | 0.00 | 7.69 | 38.46 | 30.77 | 7.69 | 7.69 | 7.69 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Other Senior Pay (Non-SES) | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | # | 2115 | 1233 | 882 | 44 | 43 | 999 | 706 | 58 | 40 | 84 | 54 | 6 | 3 | 14 | 16 | 28 | 20 |
| | % | 100.00 | 58.30 | 41.70 | 2.08 | 2.03 | 47.23 | 33.38 | 2.74 | 1.89 | 3.97 | 2.55 | 0.28 | 0.14 | 0.66 | 0.76 | 1.32 | 0.95 |

## Table A4: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex (Temporary)

| GS/GM, SES, AND RELATED GRADES | | TOTAL EMPLOYEES | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| GS-01 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-02 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-03 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-04 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-05 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-06 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-07 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-08 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-09 | # | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-10 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-11 | # | 2 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-12 | # | 11 | 6 | 5 | 0 | 0 | 6 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 54.55 | 45.45 | 0.00 | 0.00 | 54.55 | 45.45 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-13 | # | 6 | 4 | 2 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | % | 100.00 | 66.67 | 33.33 | 0.00 | 0.00 | 50.00 | 16.67 | 0.00 | 0.00 | 0.00 | 16.67 | 0.00 | 0.00 | 16.67 | 0.00 | 0.00 | 0.00 |
| GS-14 | # | 4 | 2 | 2 | 0 | 0 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 50.00 | 50.00 | 0.00 | 0.00 | 50.00 | 50.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-15 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| All other (unspecified GS) | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Senior Executive Service | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Other Senior Pay (Non-SES) | # | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | # | 25 | 14 | 11 | 0 | 0 | 13 | 10 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | % | 100.00 | 56.00 | 44.00 | 0.00 | 0.00 | 52.00 | 40.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 |

## Table A5: PARTICIPATION RATES FOR WAGE GRADES by Race/Ethnicity and Sex (Permanent)

| WD/WG, WL/WS & OTHER Wage Grades | | TOTAL EMPLOYEES | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| Grade-01 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-02 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-03 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-04 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-05 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-06 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-07 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-08 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-09 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-10 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-11 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-12 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-13 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-14 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-15 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| All Other Wage Grades | # | 744 | 702 | 42 | 20 | 1 | 643 | 41 | 4 | 0 | 11 | 0 | 2 | 0 | 12 | 0 | 10 | 0 |
| | % | 100.00 | 94.35 | 5.65 | 2.69 | 0.13 | 86.42 | 5.51 | 0.54 | 0.00 | 1.48 | 0.00 | 0.27 | 0.00 | 1.61 | 0.00 | 1.34 | 0.00 |
| TOTAL | # | 744 | 702 | 42 | 20 | 1 | 643 | 41 | 6 4 | 0 | 11 | 0 | 2 | 0 | 12 | 0 | 10 | 0 |
| | % | 100.00 | 94.35 | 5.65 | 2.69 | 0.13 | 86.42 | 5.51 | 0.54 | 0.00 | 1.48 | 0.00 | 0.27 | 0.00 | 1.61 | 0.00 | 1.34 | 0.00 |

## Table A5: PARTICIPATION RATES FOR WAGE GRADES by Race/Ethnicity and Sex (Temporary)

| WD/WG, WL/WS & OTHER Wage Grades | | TOTAL EMPLOYEES | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| Grade-01 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-02 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-03 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-04 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-05 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-06 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-07 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-08 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-09 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-10 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-11 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-12 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-13 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-14 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-15 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| All Other Wage Grades | # | 3 | 3 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | # | 3 | 3 | 0 | 0 | 0 | 3 | 0 | 7 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex (Permanent)

| Occupation Series Code (Four Digits) | | TOTAL EMPLOYEES | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| 2810 | # | 344 | 326 | 18 | 10 | 0 | 301 | 18 | 0 | 0 | 5 | 0 | 0 | 0 | 6 | 0 | 4 | 0 |
| | % | 100.00 | 94.77 | 5.23 | 2.91 | 0.00 | 87.50 | 5.23 | 0.00 | 0.00 | 1.45 | 0.00 | 0.00 | 0.00 | 1.74 | 0.00 | 1.16 | 0.00 |
| Occupational CLF | % | 100.00 | 0.96 | 0.04 | 0.03 | 0.00 | 0.86 | 0.04 | 0.02 | 0.00 | 0.00 | 0.00 | 0.01 | 0.00 | 0.01 | 0.00 | 0.03 | 0.00 |
| 5407 | # | 197 | 178 | 19 | 5 | 1 | 162 | 18 | 2 | 0 | 3 | 0 | 1 | 0 | 2 | 0 | 3 | 0 |
| | % | 100.00 | 90.36 | 9.64 | 2.54 | 0.51 | 82.23 | 9.14 | 1.02 | 0.00 | 1.52 | 0.00 | 0.51 | 0.00 | 1.02 | 0.00 | 1.52 | 0.00 |
| Occupational CLF | % | 100.00 | 0.87 | 0.12 | 0.03 | 0.00 | 0.81 | 0.11 | 0.01 | 0.00 | 0.01 | 0.00 | 0.00 | 0.00 | 0.01 | 0.00 | 0.01 | 0.00 |
| 2210 | # | 217 | 150 | 67 | 0 | 3 | 125 | 50 | 8 | 3 | 11 | 8 | 3 | 0 | 1 | 0 | 2 | 3 |
| | % | 100.00 | 69.12 | 30.88 | 0.00 | 1.38 | 57.60 | 23.04 | 3.69 | 1.38 | 5.07 | 3.69 | 1.38 | 0.00 | 0.46 | 0.00 | 0.92 | 1.38 |
| Occupational CLF | % | 100.00 | 0.67 | 0.33 | 0.03 | 0.02 | 0.50 | 0.25 | 0.04 | 0.04 | 0.07 | 0.03 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 | 0.00 |
| 0850 | # | 389 | 319 | 70 | 11 | 3 | 246 | 55 | 14 | 1 | 37 | 8 | 1 | 0 | 7 | 0 | 3 | 3 |
| | % | 100.00 | 82.01 | 17.99 | 2.83 | 0.77 | 63.24 | 14.14 | 3.60 | 0.26 | 9.51 | 2.06 | 0.26 | 0.00 | 1.80 | 0.00 | 0.77 | 0.77 |
| Occupational CLF | % | 100.00 | 0.91 | 0.09 | 0.04 | 0.00 | 0.72 | 0.06 | 0.04 | 0.01 | 0.11 | 0.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 | 0.00 |
| 0830 | # | 28 | 26 | 2 | 1 | 0 | 24 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| | % | 100.00 | 92.86 | 7.14 | 3.57 | 0.00 | 85.71 | 3.57 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.57 | 3.57 |
| Occupational CLF | % | 100.00 | 0.93 | 0.07 | 0.03 | 0.00 | 0.79 | 0.05 | 0.03 | 0.01 | 0.07 | 0.01 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 | 0.00 |
| 1130 | # | 275 | 124 | 151 | 6 | 8 | 96 | 112 | 14 | 14 | 7 | 8 | 0 | 2 | 0 | 3 | 1 | 4 |
| | % | 100.00 | 45.09 | 54.91 | 2.18 | 2.91 | 34.91 | 40.73 | 5.09 | 5.09 | 2.55 | 2.91 | 0.00 | 0.73 | 0.00 | 1.09 | 0.36 | 1.45 |
| Occupational CLF | % | 100.00 | 0.43 | 0.57 | 0.05 | 0.05 | 0.30 | 0.40 | 0.05 | 0.08 | 0.03 | 0.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 | 0.01 |
| 1101 | # | 162 | 79 | 83 | 2 | 2 | 67 | 72 | 2 | 3 | 4 | 3 | 0 | 0 | 1 | 1 | 3 | 2 |
| | % | 100.00 | 48.77 | 51.23 | 1.23 | 1.23 | 41.36 | 44.44 | 1.23 | 1.85 | 2.47 | 1.85 | 0.00 | 0.00 | 0.62 | 0.62 | 1.85 | 1.23 |
| Occupational CLF | % | 100.00 | 0.43 | 0.57 | 0.05 | 0.05 | 0.30 | 0.40 | 0.05 | 0.08 | 0.03 | 0.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 | 0.01 |
| 1102 | # | 67 | 26 | 41 | 1 | 2 | 21 | 32 | 1 | 1 | 2 | 5 | 0 | 0 | 1 | 0 | 0 | 1 |
| | % | 100.00 | 38.81 | 61.19 | 1.49 | 2.99 | 31.34 | 47.76 | 1.49 | 1.49 | 2.99 | 7.46 | 0.00 | 0.00 | 1.49 | 0.00 | 0.00 | 1.49 |
| Occupational CLF | % | 100.00 | 0.47 | 0.53 | 0.03 | 0.03 | 0.40 | 0.43 | 0.03 | 0.05 | 0.01 | 0.01 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 |
| 2606 | # | 42 | 37 | 5 | 2 | 0 | 33 | 5 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 88.10 | 11.90 | 4.76 | 0.00 | 78.57 | 11.90 | 0.00 | 0.00 | 2.38 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.38 | 0.00 |
| Occupational CLF | % | 100.00 | 0.95 | 0.05 | 0.05 | 0.00 | 0.78 | 0.03 | 0.03 | 0.00 | 0.03 | 0.00 | 0.00 | 0.00 | 0.01 | 0.00 | 0.05 | 0.02 |
| 2604 | # | 43 | 43 | 0 | 0 | 0 | 41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 95.35 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.65 | 0.00 | 0.00 | 0.00 |

## Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex (Temporary)

| Occupation Series Code (Four Digits) | | TOTAL EMPLOYEES | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 9 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table A7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex (Permanent)

| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| **Occupation Series Code (Four Digits): 2810** | | | | | | | | | | | | | | | | | | |
| Total Received | # | 14 | | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits): 5407** | | | | | | | | | | | | | | | | | | |
| Total Received | # | 11 | | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits): 2210** | | | | | | | | | | | | | | | | | | |
| Total Received | # | 5 | | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits): 0855** | | | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Identified** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupational CLF** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **0830** | | | | | | | | | | | | | | | | |
| **Total Received** | # | 0 | | | | | | | | | | | | | | | | |
| **Voluntarily Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupational CLF** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1130** | | | | | | | | | | | | | | | | |
| **Total Received** | # | 2 | | | | | | | | | | | | | | | | |
| **Voluntarily Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupational CLF** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1101** | | | | | | | | | | | | | | | | |
| **Total Received** | # | 1 | | | | | | | | | | | | | | | | |
| **Voluntarily Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupational CLF** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1102** | | | | | | | | | | | | | | | | |
| **Total Received** | # | 8 | | | | | | | | | | | | | | | | |
| **Voluntarily Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Occupational CLF** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **2606** | | | | | | | | | | | | | | | | |
| **Total Received** | # | 0 | | | | | | | | | | | | | | | | |
| **Voluntarily Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupational CLF** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **2604** | | | | | | | | | | | | | | | | |
| **Total Received** | # | 0 | | | | | | | | | | | | | | | | |
| **Voluntarily Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected of those Identified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupational CLF** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table A7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex (Temporary)

| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| **Occupation Series Code (Four Digits):** | | | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupational CLF | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Table A8: NEW HIRES BY TYPE OF APPOINTMENT - Distribution by Race/Ethnicity and Sex | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | |
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| Permanent | # | 86 | 71 | 15 | 3 | 2 | 57 | 12 | 1 | 0 | 3 | 1 | 2 | 0 | 0 | 0 | 5 | 0 |
| | % | 100.00 | 82.56 | 17.44 | 3.49 | 2.33 | 66.28 | 13.95 | 1.16 | 0.00 | 3.49 | 1.16 | 2.33 | 0.00 | 0.00 | 0.00 | 5.81 | 0.00 |
| Temporary | # | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| NON-Appropriated | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | # | 87 | 71 | 16 | 3 | 2 | 57 | 13 | 1 | 0 | 3 | 1 | 2 | 0 | 0 | 0 | 5 | 0 |
| | % | 100.00 | 81.61 | 18.39 | 3.45 | 2.30 | 65.52 | 14.94 | 1.15 | 0.00 | 3.45 | 1.15 | 2.30 | 0.00 | 0.00 | 0.00 | 5.75 | 0.00 |
| CLF 2010 | % | 100.00 | 51.86 | 48.14 | 5.17 | 4.79 | 38.33 | 34.03 | 5.49 | 6.53 | 1.97 | 1.93 | 0.07 | 0.07 | 0.55 | 0.53 | 0.26 | 0.28 |
| Alternate Benchmark | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

**Table A9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex**

| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| "Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced. | | | | | | | | | | | | | | | | | | |
| **Occupation Series Code (Four Digits):** | | **2810** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **5407** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **2210** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **0850** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 2 | 0 | 0 | 0 | 0 | 0 | 0 15 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **0830** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1130** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1101** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 2 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1102** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **2606** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **2604** | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table A10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE - Distribution by Race/Ethnicity and Sex

| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| Total Employees Eligible for Career Ladder Promotions | # | 105 | 51 | 54 | 4 | 0 | 30 | 40 | 8 | 2 | 4 | 7 | 0 | 0 | 3 | 3 | 2 | 2 |
| | % | 100.00 | 48.57 | 51.43 | 3.81 | 0.00 | 28.57 | 38.10 | 7.62 | 1.90 | 3.81 | 6.67 | 0.00 | 0.00 | 2.86 | 2.86 | 1.90 | 1.90 |
| | | | | | | | | | | | | | | | | | | |
| Time in grade in excess of minimum | | | | | | | | | | | | | | | | | | |
| 1-12 months | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 13-24 months | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 25+ months | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table A11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, AND SES) by Race/Ethnicity and Sex

| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| **Plan - Grade: GS-13** | | | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 228 | 144 | 84 | 7 | 5 | 107 | 69 | 5 | 5 | 8 | 2 | 1 | 1 | 7 | 0 | 9 | 2 |
| | % | 100.00 | 63.16 | 36.84 | 3.07 | 2.19 | 46.93 | 30.26 | 2.19 | 2.19 | 3.51 | 0.88 | 0.44 | 0.44 | 3.07 | 0.00 | 3.95 | 0.88 |
| **Qualified** | # | 168 | 106 | 62 | 6 | 4 | 79 | 50 | 3 | 4 | 5 | 1 | 1 | 1 | 6 | 0 | 6 | 2 |
| | % | 100.00 | 63.10 | 36.90 | 3.57 | 2.38 | 47.02 | 29.76 | 1.79 | 2.38 | 2.98 | 0.60 | 0.60 | 0.60 | 3.57 | 0.00 | 3.57 | 1.19 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Plan - Grade: GS-14** | | | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 288 | 196 | 92 | 18 | 8 | 127 | 71 | 31 | 5 | 6 | 2 | 1 | 1 | 8 | 2 | 5 | 3 |
| | % | 100.00 | 68.06 | 31.94 | 6.25 | 2.78 | 44.10 | 24.65 | 10.76 | 1.74 | 2.08 | 0.69 | 0.35 | 0.35 | 2.78 | 0.69 | 1.74 | 1.04 |
| **Qualified** | # | 199 | 137 | 62 | 13 | 5 | `88 | 49 | 20 | 4 | 5 | 1 | 1 | 0 | 5 | 1 | 5 | 2 |
| | % | 100.00 | 68.84 | 31.16 | 6.53 | 2.51 | 44.22 | 24.62 | 10.05 | 2.01 | 2.51 | 0.50 | 0.50 | 0.00 | 2.51 | 0.50 | 2.51 | 1.01 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Plan - Grade: GS-15** | | | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 250 | 190 | 60 | 9 | 5 | 124 | 45 | 23 | 3 | 9 | 4 | 3 | 0 | 11 | 2 | 11 | 1 |
| | % | 100.00 | 76.00 | 24.00 | 3.60 | 2.00 | 49.60 | 18.00 | 9.20 | 1.20 | 3.60 | 1.60 | 1.20 | 0.00 | 4.40 | 0.80 | 4.40 | 0.40 |
| **Qualified** | # | 202 | 159 | 43 | 8 | 3 | 104 | 34 | 18 | 3 | 7 | 2 | 3 | 0 | 9 | 1 | 10 | 0 |
| | % | 100.00 | 78.71 | 21.29 | 3.96 | 1.49 | 51.49 | 16.83 | 8.91 | 1.49 | 3.47 | 0.99 | 1.49 | 0.00 | 4.46 | 0.50 | 4.95 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Plan - Grade: SES** | | | | | | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

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

| Table A12: PARTICIPATION IN CAREER DEVELOPMENT - Distribution by Race/Ethnicity and Sex | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | | |
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| **Career Development Programs for GS 5-12** | | | | | | | | | | | | | | | | | | | |
| Slots | # | 0 | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Applied | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Participants | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Career Development Programs for GS 13-14** | | | | | | | | | | | | | | | | | | | |
| Slots | # | 0 | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Applied | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Participants | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Career Development Programs for GS 15 and SES** | | | | | | | | | | | | | | | | | | | |
| Slots | # | 0 | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Applied | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Participants | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| "Relevant Applicant Pool" includes all employees in pay grades eligible for the career development program. | | | | | | | | | | | | | | | | | | | |

## Table A13: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Race/Ethnicity and Sex

| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| **Time Off-Awards: 1-9 hours** | | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | # | 70 | 33 | 37 | 1 | 1 | 29 | 27 | 1 | 2 | 1 | 3 | 0 | 0 | 1 | 0 | 0 | 4 |
| | % | 100.00 | 47.14 | 52.86 | 1.43 | 1.43 | 41.43 | 38.57 | 1.43 | 2.86 | 1.43 | 4.29 | 0.00 | 0.00 | 1.43 | 0.00 | 0.00 | 5.71 |
| Total Hours | | 251 | 159 | 92 | 8 | 1 | 146 | 61 | 2 | 9 | 1 | 10 | 0 | 0 | 2 | 0 | 0 | 11 |
| Average Hours | | 3.585714286 | 4.818181818 | 2.486486486 | 8 | 1 | 5.034482759 | 2.259259259 | 2 | 4.5 | 1 | 3.333333333 | 0 | 0 | 2 | 0 | 0 | 2.75 |
| **Time Off-Awards: 9+ hours** | | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | # | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Hours | | 10 | 10 | 0 | 0 | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | | 10 | 10 | 0 | 0 | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Cash Awards: $100 - $500** | | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | # | 5427 | 3452 | 1975 | 115 | 86 | 2929 | 1580 | 108 | 85 | 173 | 119 | 10 | 8 | 47 | 44 | 70 | 53 |
| | % | 100.00 | 63.61 | 36.39 | 2.12 | 1.58 | 53.97 | 29.11 | 1.99 | 1.57 | 3.19 | 2.19 | 0.18 | 0.15 | 0.87 | 0.81 | 1.29 | 0.98 |
| Total Amount | | 1300531 | 829912 | 470619 | 27980 | 20706 | 705559 | 375796 | 25795 | 20785 | 40112 | 26832 | 2652 | 1526 | 11172 | 11894 | 16642 | 13080 |
| Average Amount | | 239.6408697 | 240.414832 | 238.2881013 | 243.3043478 | 240.7674419 | 240.8873336 | 237.8455696 | 238.8425926 | 244.5294118 | 231.8612717 | 225.4789916 | 265.2 | 190.75 | 237.7021277 | 270.3181818 | 237.7428571 | 246.792453 |
| **Cash Awards: $501+** | | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | # | 1753 | 1186 | 567 | 36 | 23 | 1033 | 476 | 29 | 18 | 55 | 31 | 2 | 3 | 13 | 7 | 18 | 9 |
| | % | 100.00 | 67.66 | 32.34 | 2.05 | 1.31 | 58.93 | 27.15 | 1.65 | 1.03 | 3.14 | 1.77 | 0.11 | 0.17 | 0.74 | 0.40 | 1.03 | 0.51 |
| Total Amount | | 2148821 | 1465443 | 683378 | 38982 | 23614 | 1298432 | 575498 | 27582 | 27026 | 62164 | 33619 | 1945 | 2764 | 14863 | 8771 | 21475 | 12086 |
| Average Amount | | 1225.796349 | 1235.618044 | 1205.252205 | 1082.833333 | 1026.695652 | 1256.952565 | 1209.029412 | 951.1034483 | 1501.444444 | 1130.254545 | 1084.483871 | 972.5 | 921.3333333 | 1143.307692 | 1253 | 1193.055556 | 1342.88889 |
| **Quality Step Increases (QSI)** | | | | | | | | | | | | | | | | | | |
| Total QSIs Awarded | # | 115 | 57 | 58 | 2 | 3 | 47 | 49 | 3 | 1 | 1 | 2 | 1 | 0 | 0 | 3 | 3 | 0 |
| | % | 100.00 | 49.57 | 50.43 | 1.74 | 2.61 | 40.87 | 42.61 | 2.61 | 0.87 | 0.87 | 1.74 | 0.87 | 0.00 | 0.00 | 2.61 | 2.61 | 0.00 |
| Total Benefit | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Benefit | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Table A14: SEPARATIONS BY TYPE OF SEPARATION - Distribution by Race/Ethnicity and Sex | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Employment Tenure | | TOTAL WORKFORCE | | | RACE/ETHNICITY | | | | | | | | | | | | | | |
| | | | | | Hispanic or Latino | | Non- Hispanic or Latino | | | | | | | | | | | | |
| | | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or more races | |
| | | All | male | female | male | female | male | female | male | female | male | female | male | female | male | female | male | female |
| Voluntary | # | 206 | 139 | 67 | 5 | 1 | 118 | 59 | 2 | 1 | 4 | 2 | 0 | 0 | 4 | 2 | 6 | 2 |
| | % | 100.00 | 67.48 | 32.52 | 2.43 | 0.49 | 57.28 | 28.64 | 0.97 | 0.49 | 1.94 | 0.97 | 0.00 | 0.00 | 1.94 | 0.97 | 2.91 | 0.97 |
| | | | | | | | | | | | | | | | | | | |
| Involuntary | # | 5 | 3 | 2 | 0 | 0 | 2 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 60.00 | 40.00 | 0.00 | 0.00 | 40.00 | 40.00 | 20.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | | | | | | |
| Total Separations | # | 211 | 142 | 69 | 5 | 1 | 120 | 61 | 3 | 1 | 4 | 2 | 0 | 0 | 4 | 2 | 6 | 2 |
| | % | 100.00 | 67.30 | 32.70 | 2.37 | 0.47 | 56.87 | 28.91 | 1.42 | 0.47 | 1.90 | 0.95 | 0.00 | 0.00 | 1.90 | 0.95 | 2.84 | 0.95 |
| | | | | | | | | | | | | | | | | | | |
| Total Workforce | # | 2888 | 1952 | 936 | 64 | 44 | 1658 | 757 | 62 | 40 | 95 | 55 | 8 | 3 | 27 | 16 | 38 | 21 |
| | % | 100.00 | 67.59 | 32.41 | 2.22 | 1.52 | 57.41 | 26.21 | 2.15 | 1.39 | 3.29 | 1.90 | 0.28 | 0.10 | 0.93 | 0.55 | 1.32 | 0.73 |

## Table B1: TOTAL WORKFORCE - Distribution by Disability [OPM Form 256 Self-Identification Codes]

| Employment Tenure | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[ 28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| **TOTAL** | | | | | | | | | | | | | | | |
| **Prior FY** | # | 3011 | 2672 | 68 | 271 | 18 | 1 | 1 | 1 | 2 | 1 | 3 | 0 | 9 | 0 |
| | % | 100.00 | 88.74 | 2.26 | 9.00 | 0.60 | 0.03 | 0.03 | 0.03 | 0.07 | 0.03 | 0.10 | 0.00 | 0.30 | 0.00 |
| **Current FY** | # | 2888 | 2558 | 61 | 254 | 15 | 1 | 1 | 0 | 0 | 1 | 4 | 0 | 8 | 0 |
| | % | 100.00 | 88.57 | 2.11 | 8.80 | 0.52 | 0.03 | 0.03 | 0.00 | 0.00 | 0.03 | 0.14 | 0.00 | 0.28 | 0.00 |
| **Difference** | # | -123 | -114 | -7 | -17 | -3 | 0 | 0 | -1 | -2 | 0 | 1 | 0 | -1 | 0 |
| **Ratio Change** | % | 0.00 | -0.17 | -0.15 | -0.21 | -0.08 | 0.00 | 0.00 | -0.03 | -0.07 | 0.00 | 0.04 | 0.00 | -0.02 | 0.00 |
| **Net Change** | % | -4.09 | -4.27 | -10.29 | -6.27 | -16.67 | 0.00 | 0.00 | -100.00 | -100.00 | 0.00 | 33.33 | 0.00 | -11.11 | 0.00 |
| **Federal Goal** | % | | | | | 2.00 | | | | | | | | | |
| **PERMANENT** | | | | | | | | | | | | | | | |
| **Prior FY** | # | 2971 | 2639 | 68 | 264 | 18 | 1 | 1 | 1 | 2 | 1 | 3 | 0 | 9 | 0 |
| | % | 100.00 | 88.83 | 2.29 | 8.89 | 0.61 | 0.03 | 0.03 | 0.03 | 0.07 | 0.03 | 0.10 | 0.00 | 0.30 | 0.00 |
| **Current FY** | # | 2859 | 2534 | 60 | 250 | 15 | 1 | 1 | 0 | 0 | 1 | 4 | 0 | 8 | 0 |
| | % | 100.00 | 88.63 | 2.10 | 8.74 | 0.52 | 0.03 | 0.03 | 0.00 | 0.00 | 0.03 | 0.14 | 0.00 | 0.28 | 0.00 |
| **Difference** | # | -112 | -105 | -8 | -14 | -3 | 0 | 0 | -1 | -2 | 0 | 1 | 0 | -1 | 0 |
| **Ratio Change** | % | 0.00 | -0.19 | -0.19 | -0.14 | -0.08 | 0.00 | 0.00 | -0.03 | -0.07 | 0.00 | 0.04 | 0.00 | -0.02 | 0.00 |
| **Net Change** | % | -3.77 | -3.98 | -11.76 | -5.30 | -16.67 | 0.00 | 0.00 | -100.00 | -100.00 | 0.00 | 33.33 | 0.00 | -11.11 | 0.00 |
| **TEMPORARY** | | | | | | | | | | | | | | | |
| **Prior FY** | # | 40 | 33 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 82.50 | 0.00 | 17.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Current FY** | # | 29 | 24 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 82.76 | 3.45 | 13.79 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Difference** | # | -11 | -9 | 1 | -3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Ratio Change** | % | 0.00 | 0.26 | 3.45 | -3.71 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Net Change** | % | -27.50 | -27.27 | 0.00 | -42.86 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **NON-APPROPRIATED** | | | | | | | | | | | | | | | |
| **Prior FY** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Current FY** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Difference** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Ratio Change** | % | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Net Change** | % | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Table B2: TOTAL WORKFORCE BY COMPONENT - Distribution by Disability [OPM Form 256 Self-Identification Codes] | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Employment Tenure** | | **TOTAL** | **Total by Disability Status** | | | | **Detail for Targeted Disabilities** | | | | | | | | |
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities [28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| Total Workforce | # | 2888 | 2558 | 61 | 254 | 15 | 1 | 1 | 0 | 0 | 1 | 4 | 0 | 8 | 0 |
| | % | 100.00 | 88.57 | 2.11 | 8.80 | 0.52 | 0.03 | 0.03 | 0.00 | 0.00 | 0.03 | 0.14 | 0.00 | 0.28 | 0.00 |
| Federal Goal | | | | | | 2.00 | | | | | | | | | |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table B3: Occupational Categories - Distribution by Disability

| Occupational Category | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| Officials and Manager - Executive/Senior Level (Grades 15 and Above) | # | 98 | 95 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 96.94 | 1.02 | 2.04 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Mid-Level (Grades 13-14) | # | 217 | 194 | 5 | 18 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 89.40 | 2.30 | 8.29 | 0.46 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.46 | 0.00 |
| First-Level (Grades 12 and Below) | # | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 50.00 | 0.00 | 50.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Other Officials and Managers | # | 249 | 222 | 7 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 89.16 | 2.81 | 8.03 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Officials and Managers - TOTAL** | # | 566 | 512 | 13 | 41 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 90.46 | 2.30 | 7.24 | 0.18 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.18 | 0.00 |
| **Professionals** | # | 1591 | 1409 | 31 | 151 | 9 | 1 | 1 | 0 | 1 | 0 | 2 | 0 | 4 | 0 |
| | % | 100.00 | 88.56 | 1.95 | 9.49 | 0.57 | 0.06 | 0.06 | 0.00 | 0.06 | 0.00 | 0.13 | 0.00 | 0.25 | 0.00 |
| **Technicians** | # | 56 | 40 | 1 | 15 | 3 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 | 0 |
| | % | 100.00 | 71.43 | 1.79 | 26.79 | 5.36 | 0.00 | 0.00 | 0.00 | 0.00 | 1.79 | 1.79 | 0.00 | 1.79 | 0.00 |
| **Sales Workers** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Administrative Support Workers** | # | 171 | 149 | 2 | 20 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 87.13 | 1.17 | 11.70 | 1.17 | 0.00 | 0.00 | 0.00 | 0.58 | 0.00 | 0.00 | 0.00 | 0.58 | 0.00 |
| **Craft Workers** | # | 481 | 425 | 14 | 42 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 88.36 | 2.91 | 8.73 | 0.21 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.21 | 0.00 |
| **Operatives** | # | 23 | 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Laborers and Helpers** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Service Workers** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table B4: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability (Permanent)

| GS/GM, SES, and Related Grade | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| GS-01 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-02 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-03 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-04 | # | 25 | 20 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 80.00 | 0.00 | 20.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-05 | # | 5 | 2 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 40.00 | 0.00 | 60.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-06 | # | 6 | 4 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 66.67 | 16.67 | 16.67 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-07 | # | 25 | 18 | 2 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 72.00 | 0.00 | 20.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-08 | # | 22 | 14 | 0 | 6 | 2 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| | % | 100.00 | 63.64 | 0.00 | 27.27 | 9.09 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.55 | 0.00 | 4.55 | 0.00 |
| GS-09 | # | 77 | 74 | 1 | 0 | 2 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 96.10 | 1.30 | 0.00 | 2.60 | 0.00 | 1.30 | 0.00 | 1.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-10 | # | 13 | 9 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 69.23 | 0.00 | 30.77 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-11 | # | 146 | 112 | 4 | 27 | 3 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 | 0 |
| | % | 100.00 | 76.71 | 2.74 | 18.49 | 2.05 | 0.00 | 0.00 | 0.00 | 0.00 | 0.68 | 0.68 | 0.00 | 0.68 | 0.00 |
| GS-12 | # | 530 | 485 | 6 | 35 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 |
| | % | 100.00 | 91.51 | 1.13 | 6.60 | 0.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.75 | 0.00 |
| GS-13 | # | 704 | 629 | 16 | 58 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 89.35 | 2.27 | 8.24 | 0.14 | 0.14 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-14 | # | 435 | 395 | 7 | 31 | 2 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| | % | 100.00 | 90.80 | 1.61 | 7.13 | 0.46 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.23 | 0.00 | 0.23 | 0.00 |
| GS-15 | # | 113 | 107 | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 94.69 | 0.88 | 4.42 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| All Other (Unspecified GS) | # | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Senior Executive Service | # | 13 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Other Senior Pay (Non-SES) | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | # | 2116 | 1884 | 38 | 180 | 14 | 1 | 1 | 0 | 1 | 1 | 3 | 0 | 7 | 0 |
| | % | 100.00 | 89.04 | 1.80 | 8.51 | 0.66 | 0.05 | 0.05 | 0.00 | 0.05 | 0.05 | 0.14 | 0.00 | 0.33 | 0.00 |

## Table B4: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability (Temporary)

| GS/GM, SES, and Related Grade | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| GS-01 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-02 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-03 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-04 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-05 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-06 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-07 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-08 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-09 | # | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-10 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-11 | # | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-12 | # | 11 | 10 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 90.91 | 9.09 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-13 | # | 6 | 5 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 83.33 | 0.00 | 16.67 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-14 | # | 4 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 50.00 | 0.00 | 50.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| GS-15 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| All Other (Unspecified GS) | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Senior Executive Service | # | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Other Senior Pay (Non-SES) | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | # | 25 | 21 | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 84.00 | 4.00 | 12.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table B5: PARTICIPATION RATES FOR WAGE GRADES by Disability (Permanent)

| WD/WG, WL/WS Other Wage Grades | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| Grade-01 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-02 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-03 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-04 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-05 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-06 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-07 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-08 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-09 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-10 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-11 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-12 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-13 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-14 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-15 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| All Other Wage Grades | # | 743 | 658 | 22 | 61 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 88.56 | 2.96 | 8.21 | 0.27 | 0.13 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.13 | 0.00 |
| TOTAL | # | 743 | 658 | 22 | 61 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 88.56 | 2.96 | 8.21 | 0.27 | 0.13 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.13 | 0.00 |

## Table B5: PARTICIPATION RATES FOR WAGE GRADES by Disability (Temporary)

| WD/WG, WL/WS Other Wage Grades | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| Grade-01 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-02 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-03 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-04 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-05 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-06 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-07 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-08 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-09 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-10 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-11 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-12 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-13 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-14 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grade-15 | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| All Other Wage Grades | # | 3 | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 66.67 | 0.00 | 33.33 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | # | 3 | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 66.67 | 0.00 | 33.33 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Table B6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Disability (Permanent) | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Occupation Series Code (Four Digits) | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
| | | | No Disability [05] | Not Identified [01] | Disability[06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| 2810 | # | 344 | 305 | 10 | 29 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 88.66 | 2.91 | 8.43 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 5407 | # | 197 | 178 | 2 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 90.36 | 1.02 | 8.63 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 2210 | # | 217 | 179 | 7 | 31 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| | % | 100.00 | 82.49 | 3.23 | 14.29 | 2.76 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.92 | 0.00 |
| 0850 | # | 389 | 358 | 4 | 27 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 92.03 | 1.03 | 6.94 | 0.26 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.26 | 0.00 |
| 0830 | # | 28 | 27 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 96.43 | 0.00 | 3.57 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 1130 | # | 274 | 247 | 3 | 24 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 90.15 | 1.09 | 8.76 | 0.73 | 0.36 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.36 | 0.00 |
| 1101 | # | 162 | 150 | 2 | 10 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 92.59 | 1.23 | 6.17 | 0.62 | 0.00 | 0.00 | 0.00 | 0.62 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 1102 | # | 67 | 58 | 3 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 86.57 | 4.48 | 8.96 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 2606 | # | 42 | 35 | 2 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | % | 100.00 | 83.33 | 4.76 | 11.90 | 2.38 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.38 | 0.00 |
| 2604 | # | 43 | 40 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 93.02 | 2.33 | 4.65 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Table B6: PARTICIPATION RATES BY MAJOR OCCUPATIONS - Distribution by Disability (Temporary) | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Occupation Series Code (Four Digits) | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
| | | | No Disability [05] | Not Identified [01] | Disability[06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[ 28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Table B7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS - Distribution by Disability (Permanent) | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Occupation Series Code (Four Digits) | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | | | |
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities [28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Total Paralysis | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| **Schedule A** | | | | | | | | | | | | | | | | | |
| Applications | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Hires | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Voluntarily Identified (Outside of Schedule A Applicants)** | | | | | | | | | | | | | | | | | |
| Applications | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Hires | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Occupation Series Code (Four Digits): 2810** | | | | | | | | | | | | | | | | | |
| Total Received | # | 14 | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Occupation Series Code (Four Digits): 5407** | | | | | | | | | | | | | | | | | |
| Total Received | # | 11 | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Occupation Series Code (Four Digits): 2210** | | | | | | | | | | | | | | | | | |
| Total Received | # | 5 | | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |

| Occupation Series Code (Four Digits): 0855 | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total Received | # | 0 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): 0830 | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): 1130 | | | | | | | | | | | | | | | | |
| Total Received | # | 2 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): 1101 | | | | | | | | | | | | | | | | |
| Total Received | # | 1 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Occupation Series Code (Four Digits): 1102 | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total Received | # | 8 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): 2606 | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): 2604 | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

## Table B7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS - Distribution by Disability (Temporary)

| Occupation Series Code (Four Digits) | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities [28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Total Paralysis | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| **Schedule A** | | | | | | | | | | | | | | | | |
| Applications | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hires | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Voluntarily Identified (Outside of Schedule A Applicants)** | | | | | | | | | | | | | | | | |
| Applications | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hires | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | |
| Voluntarily Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected of those Identified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | | | | | | | | | | | | | | | |
| Total Received | # | 0 | | | | | | | | | | | | | | |
| Voluntarily | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Table B8: NEW HIRES By Type of Appointment - Distribution by Disability | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Type of Appointment | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
| | | | No Disability [05] | Not Identified [01] | Disability[06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities [28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| Permanent | # | 86 | 73 | 1 | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 84.88 | 1.16 | 13.95 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temporary | # | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Non-Appropriated | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | # | 87 | 74 | 1 | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 85.06 | 1.15 | 13.79 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Prior Year | % | 100.00 | 85.06 | 1.15 | 13.79 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table B9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Disability

| Internal Competitive Promotions | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities [28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| **"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.** | | | | | | | | | | | | | | | |
| **Occupation Series Code (Four Digits):** | | **2810** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **5407** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **2210** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **0850** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Selected | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **0830** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1130** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1101** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **1102** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Occupation Series Code (Four Digits):** | | **2606** | | | | | | | | | | | | | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Qualified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Relevant Applicant Pool | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): | | | 2604 | | | | | | | | | | | | |
| Total Applications Received | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Relevant Applicant Pool | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): | | | | | | | | | | | | | | | |
| Total Applications Received | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Relevant Applicant Pool | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): | | | | | | | | | | | | | | | |
| Total Applications Received | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Relevant Applicant Pool | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Occupation Series Code (Four Digits): | | | | | | | | | | | | | | | |
| Total Applications Received | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Qualified | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Selected | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Relevant Applicant Pool | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## Table B10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE by Disability

| Non-Competitive Promotions | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities [28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| **Total Employees in Career Ladder** | # | 105 | 92 | 2 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 87.62 | 1.90 | 10.48 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Time in Grade in excess of minimum** | | | | | | | | | | | | | | | |
| **1-12 months** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **13-24 months** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **25+ months** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Table B11: INTERNAL SELECTIONS FOR SENIOR LEVEL (GS 13/14, GS 15, SES) POSITIONS by Disability | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Internal Selections for Senior Level | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | | |
| | | | No Disability [05] | Not Identified [01] | Disability[06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities [28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] | |
| **Plan - Grade: GS-13** | | | | | | | | | | | | | | | | |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Plan - Grade: GS-14** | | | | | | | | | | | | | | | | |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Plan - Grade: GS-15** | | | | | | | | | | | | | | | | |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Plan - Grade: SES** | | | | | | | | | | | | | | | | |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Total Applications Received** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Qualified** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| **Selected** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |

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

| Table B12: PARTICIPATION IN CAREER DEVELOPMENT - Distribution by Disability | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Career Development** | | **TOTAL** | **Total by Disability Status** | | | | **Detail for Targeted Disabilities** | | | | | | | | | |
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| **Career Development Programs for GS 5-12** | | | | | | | | | | | | | | | | |
| **Slots** | # | 0 | | | | | | | | | | | | | | |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Applied** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Participants** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Career Development Programs for GS 13-14** | | | | | | | | | | | | | | | | |
| **Slots** | # | 0 | | | | | | | | | | | | | | |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Applied** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Participants** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Career Development Programs for GS 15 and SES** | | | | | | | | | | | | | | | | |
| **Slots** | # | 0 | | | | | | | | | | | | | | |
| **Relevant Applicant Pool** | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Applied** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Participants** | # | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.** | | | | | | | | | | | | | | | | |

## Table B13: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability

| Recognition or Award Program # Awards Given Total Cash | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | No Disability [05] | Not Identified [01] | Disability[06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[ 28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| **Time Off-Awards: 1-9 hours** | | | | | | | | | | | | | | | |
| **Total Time-Off Awards Given** | # | 70 | 61 | 1 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 87.14 | 1.43 | 11.43 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Hours | | 251 | 209 | 8 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | | 3.585714 | 3.42623 | 8 | 4.25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Time Off-Awards: 9+ hours** | | | | | | | | | | | | | | | |
| **Total Time-Off Awards Given** | # | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Hours | | 10 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | | 10 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Cash Awards: $100 - $500** | | | | | | | | | | | | | | | |
| **Total Cash Awards Given** | # | 5427 | 4848 | 107 | 448 | 24 | 2 | 0 | 2 | 1 | 1 | 5 | 0 | 13 | 0 |
| | % | 100.00 | 89.33 | 1.97 | 8.26 | 0.44 | 0.04 | 0.00 | 0.04 | 0.02 | 0.02 | 0.09 | 0.00 | 0.24 | 0.00 |
| Total Amount | | 1300289 | 1162631 | 26861 | 105083 | 5714 | 484 | | 442 | 150 | 0 | 1360 | 0 | 3278 | 0 |
| Average Amount | | 239.5963 | 239.817 | 251.037 | 234.56 | 238.08 | 242 | 0 | 221 | 150 | 0 | 272 | 0 | 252.154 | 0 |
| **Cash Awards: $501+** | | | | | | | | | | | | | | | |
| **Total Cash Awards Given** | # | 1753 | 1565 | 47 | 133 | 8 | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 4 | 0 |
| | % | 100.00 | 89.28 | 2.68 | 7.59 | 0.46 | 0.11 | 0.00 | 0.06 | 0.06 | 0.00 | 0.00 | 0.00 | 0.23 | 0.00 |
| Total Amount | | 2148821 | 1922397 | 62777 | 154093 | 9554 | 2122 | 0 | 2650 | 600 | 0 | 0 | 0 | 4182 | 0 |
| Average Amount | | 1225.796 | 1228.37 | 1335.68 | 1158.59 | 1194.3 | 1061 | 0 | 2650 | 600 | 0 | 0 | 0 | 1045.5 | 0 |
| **Quality Step Increases (QSI)** | | | | | | | | | | | | | | | |
| **Total QSI Award** | # | 115 | 112 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 97.39 | 0.00 | 2.61 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Benefit | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Benefit | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Table B14: SEPARATION by Type of Separation - Distribution by Disability | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Type of Separation | | TOTAL | Total by Disability Status | | | | Detail for Targeted Disabilities | | | | | | | | |
| | | | No Disability [05] | Not Identified [01] | Disability[ 06-94] | Targeted Disability | Hearing [16/17 or 18] | Vision [23/25 or 21] | Missing Extremities[ 28, 32-38 or 30] | Partial Paralysis [64-68 or 69] | Complete Paralysis [71-78 or 79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] |
| Voluntary | # | 206 | 175 | 10 | 18 | 3 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 0 |
| | % | 100.00 | 84.95 | 4.85 | 8.74 | 1.46 | 0.00 | 0.00 | 0.49 | 0.00 | 0.00 | 0.00 | 0.00 | 0.97 | 0.00 |
| Involuntary | # | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | #DIV/0! | 0.00 | 0.00 | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |
| Total Separations | # | 211 | 180 | 10 | 18 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 100.00 | 85.31 | 4.74 | 8.53 | 1.42 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Workforce | # | 2888 | 2558 | 61 | 254 | 15 | 1 | 1 | 0 | 0 | 1 | 4 | 0 | 8 | 0 |
| | % | 100.00 | 88.57 | 2.11 | 8.80 | 0.52 | 0.03 | 0.03 | 0.00 | 0.00 | 0.03 | 0.14 | 0.00 | 0.28 | 0.00 |

# Appendix 2

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOE Bonneville Power Administration

REPORTING PERIOD: FY 2014

## PART I - PRE-COMPLAINT ACTIVITIES

| INTENTIONALLY LEFT BLANK | COUNSELING | INDIVIDUALS |
|---|---|---|

| TOTAL COMPLETED/ENDED COUNSELING | COUNSELING | INDIVIDUALS |
|---|---|---|
| C. TOTAL COMPLETED/ENDED COUNSELINGS | 16 | 15 |
| C.1. COUNSELED WITHIN 30 DAYS | 2 | 2 |
| C.2. COUNSELED WITHIN 31 TO 90 DAYS | 10 | 9 |
| C.2.a. COUNSELED WITHIN WRITTEN EXTENSION PERIOD NO LONGER THAN 60 DAYS | 2 | 2 |
| C.2.b. COUNSELED WITHIN 90 DAYS WHERE INDIVIDUAL PARTICIPATED IN ADR | 6 | 6 |
| C.2.c. COUNSELED WITHIN 31-90 DAYS THAT WERE UNTIMELY | 2 | 2 |
| C.3. COUNSELED BEYOND 90 DAYS | 4 | 4 |
| C.4. COUNSELED DUE TO REMANDS | 0 | 0 |

| D. PRE-COMPLAINT ACTIVITIES | COUNSELING | INDIVIDUALS |
|---|---|---|
| D.1. ON HAND AT THE BEGINNING OF THE REPORTING PERIOD | 2 | 2 |
| D.2. INITIATED DURING THE REPORTING PERIOD | 22 | 22 |
| D.3. COMPLETED/ENDED COUNSELINGS | 16 | 15 |
| D.3.a. SETTLEMENTS (MONETARY AND NON-MONETARY) | 0 | 0 |
| D.3.b. WITHDRAWALS/NO COMPLAINT FILED | 6 | 6 |
| D.3.c. COUNSELINGS COMPLETED/ENDED IN REPORTING PERIOD THAT RESULTED IN COMPLAINT FILINGS IN REPORTING PERIOD | 10 | 9 |
| D.3.d. DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD | 0 | 0 |
| D.4. COUNSELINGS PENDING AT THE END OF THE REPORTING PERIOD | 8 | 8 |

**E. NON-ADR SETTLEMENTS WITH MONETARY BENEFITS**

| | COUNSELING | INDIVIDUALS | AMOUNT |
|---|---|---|---|
| E. NON-ADR SETTLEMENTS WITH MONETARY BENEFITS TOTAL | 0 | 0 | $0.00 |
| E.1. COMPENSATORY DAMAGES | 0 | 0 | $0.00 |
| E.2. BACKPAY/FRONTPAY | 0 | 0 | $0.00 |
| E.3. LUMP SUM PAYMENT | 0 | 0 | $0.00 |
| E.4. ATTORNEY FEES AND COSTS | 0 | 0 | $0.00 |
| E.5. | 0 | 0 | $0.00 |
| E.6. | 0 | 0 | $0.00 |
| E.7. | 0 | 0 | $0.00 |

**F. NON-ADR SETTLEMENTS WITH NON-MONETARY BENEFITS**

| | COUNSELING | INDIVIDUALS |
|---|---|---|
| F. NON-ADR SETTLEMENTS WITH NON-MONETARY BENEFITS TOTAL | 0 | 0 |
| F.1. HIRES | 0 | 0 |
| F.1.a. RETROACTIVE | 0 | 0 |
| F.1.b. NON-RETROACTIVE | 0 | 0 |
| F.2. PROMOTIONS | 0 | 0 |
| F.2.a. RETROACTIVE | 0 | 0 |
| F.2.b. NON-RETROACTIVE | 0 | 0 |
| F.3. EXPUNGEMENTS | 0 | 0 |
| F.4. REASSIGNMENTS | 0 | 0 |
| F.5. REMOVALS RESCINDED | 0 | 0 |
| F.5.a. REINSTATEMENT | 0 | 0 |
| F.5.b. VOLUNTARY RESIGNATION | 0 | 0 |
| F.6. ACCOMMODATIONS | 0 | 0 |
| F.7. TRAINING | 0 | 0 |
| F.8. APOLOGY | 0 | 0 |
| F.9. DISCIPLINARY ACTIONS | 0 | 0 |
| F.9.a. RESCINDED | 0 | 0 |
| F.9.b. MODIFIED | 0 | 0 |
| F.10. PERFORMANCE EVALUATION MODIFIED | 0 | 0 |
| F.11. LEAVE RESTORED | 0 | 0 |
| F.12. | 0 | 0 |
| F.13. | 0 | 0 |

**G. ADR SETTLEMENTS WITH MONETARY BENEFITS**

| | COUNSELING | INDIVIDUALS | AMOUNT |
|---|---|---|---|
| G. ADR SETTLEMENTS WITH MONETARY BENEFITS TOTAL | 0 | 0 | $0.00 |
| G.1. COMPENSATORY DAMAGES | 0 | 0 | $0.00 |
| G.2. BACKPAY/FRONTPAY | 0 | 0 | $0.00 |
| G.3. LUMP SUM PAYMENT | 0 | 0 | $0.00 |
| G.4. ATTORNEY FEES AND COSTS | 0 | 0 | $0.00 |
| G.5. | 0 | 0 | $0.00 |
| G.6. | 0 | 0 | $0.00 |
| G.7. | 0 | 0 | $0.00 |

**H. ADR SETTLEMENTS WITH NON-MONETARY BENEFITS**

| | COUNSELING | INDIVIDUALS |
|---|---|---|
| H. ADR SETTLEMENTS WITH NON-MONETARY BENEFITS TOTAL | 0 | 0 |
| H.1. HIRES | 0 | 0 |
| H.1.a. RETROACTIVE | 0 | 0 |
| H.1.b. NON-RETROACTIVE | 0 | 0 |
| H.2. PROMOTIONS | 0 | 0 |
| H.2.a. RETROACTIVE | 0 | 0 |
| H.2.b. NON-RETROACTIVE | 0 | 0 |
| H.3. EXPUNGEMENTS | 0 | 0 |
| H.4. REASSIGNMENTS | 0 | 0 |
| H.5. REMOVALS RESCINDED | 0 | 0 |
| H.5.a. REINSTATEMENT | 0 | 0 |
| H.5.b. VOLUNTARY RESIGNATION | 0 | 0 |
| H.6. ACCOMMODATIONS | 0 | 0 |
| H.7. TRAINING | 0 | 0 |
| H.8. APOLOGY | 0 | 0 |
| H.9. DISCIPLINARY ACTIONS | 0 | 0 |
| H.9.a. RESCINDED | 0 | 0 |
| H.9.b. MODIFIED | 0 | 0 |
| H.10. PERFORMANCE EVALUATION MODIFIED | 0 | 0 |
| H.11. LEAVE RESTORED | 0 | 0 |
| H.12.0 | 0 | 0 |
| H.13. | 0 | 0 |

**I. NON-ADR SETTLEMENTS**

| | COUNSELING | INDIVIDUALS |
|---|---|---|
| TOTAL | 0 | 0 |

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOE Bonneville Power Administration | REPORTING PERIOD: FY 2014

## PART II - FORMAL COMPLAINT ACTIVITIES

| | |
|---|---|
| 25 | A. COMPLAINTS ON HAND AT THE BEGINNING OF THE REPORTING PERIOD |
| 10 | B. COMPLAINTS FILED |
| 0 | C. REMANDS (sum of lines C1+C2+C3) |
| 0 | C.1. REMANDS (NOT INCLUDED IN A OR B) |
| 0 | C.2. REMANDS (INCLUDED IN A OR B) |
| 0 | C.3. NUMBER OF ADDITIONAL REMANDS IN THIS REPORTING PERIOD THAT ARE NOT CAPTURED IN C.1 OR C. 2 ABOVE |
| 0 | C.4. ADDITIONAL CLOSURES IN THIS REPORTING PERIOD NOT REFLECTED IN F. OR H. THAT RESULTED FROM REMANDS |
| 35 | D. TOTAL COMPLAINTS |
| 28 | E. COMPLAINTS IN LINE D THAT WERE NOT CONSOLIDATED |
| 12 | F. COMPLAINTS IN LINE E CLOSED DURING REPORT PERIOD |
| 7 | G. COMPLAINTS IN LINE D THAT WERE CONSOLIDATED |
| 2 | H. COMPLAINTS IN LINE G CLOSED DURING REPORT PERIOD |
| 21 | I. COMPLAINTS ON HAND AT THE END OF THE REPORTING PERIOD (Line D - (F+H)) + [(C2 + C3) - C4] |
| 9 | J. INDIVIDUALS FILING COMPLAINTS (Complainants) |
| 3 | K. NUMBER OF JOINT PROCESSING UNITS FROM CONSOLIDATION OF COMPLAINTS |

## PART III - AGENCY RESOURCES, TRAINING, REPORTING LINE

### A. AGENCY & CONTRACT RESOURCES

| | AGENCY | | CONTRACT | |
|---|---|---|---|---|
| | NUMBER | PERCENT | NUMBER | PERCENT |
| A.1. WORKFORCE | | | | |
| A.1.a. TOTAL WORK FORCE | 2,888 | | | |
| A.1.b. PERMANENT EMPLOYEES | 2,859 | | | |
| A.2. COUNSELOR | 9 | | 0 | |
| A.2.a. FULL-TIME | 1 | 11.11 | 0 | 0 |
| A.2.b. PART-TIME | 0 | 0 | 0 | 0 |
| A.2.c. COLLATERAL DUTY | 8 | 88.89 | 0 | 0 |
| A.3. INVESTIGATOR | 0 | | 3 | |
| A.3.a. FULL-TIME | 0 | 0 | 0 | 0 |
| A.3.b. PART-TIME | 0 | 0 | 3 | 100 |
| A.3.c. COLLATERAL DUTY | 0 | 0 | 0 | 0 |
| A.4. COUNSELOR/INVESTIGATOR | 0 | | 0 | |
| A.4.a. FULL-TIME | 0 | 0 | 0 | 0 |
| A.4.b. PART-TIME | 0 | 0 | 0 | 0 |
| A.4.c. COLLATERAL DUTY | 0 | 0 | 0 | 0 |

### B. AGENCY & CONTRACT STAFF TRAINING

| | COUNSELORS | | INVESTIGATORS | | COUNS/INVESTIG | |
|---|---|---|---|---|---|---|
| | AGENCY | CONTRACT | AGENCY | CONTRACT | AGENCY | CONTRACT |
| B.1. NEW STAFF - TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| B.1.a. STAFF RECEIVING REQUIRED 32 OR MORE HOURS | 0 | 0 | 0 | 0 | 0 | 0 |
| B.1.b. STAFF RECEIVING 8 OR MORE HOURS, USUALLY GIVEN TO EXPERIENCED STAFF | 0 | 0 | 0 | 0 | 0 | 0 |
| B.1.c. STAFF RECEIVING NO TRAINING AT ALL | 0 | 0 | 0 | 0 | 0 | 0 |
| B.2. EXPERIENCED STAFF - TOTAL | 9 | 0 | 0 | 3 | 0 | 0 |
| B.2.a. STAFF RECEIVING REQUIRED 8 OR MORE HOURS | 9 | 0 | 0 | 3 | 0 | 0 |
| B.2.b. STAFF RECEIVING 32 OR MORE HOURS, GENERALLY GIVEN TO NEW STAFF | 0 | 0 | 0 | 0 | 0 | 0 |
| B.2.c. STAFF RECEIVING NO TRAINING AT ALL | 0 | 0 | 0 | 0 | 0 | 0 |

### C. REPORTING LINE

| | | YES | NO |
|---|---|---|---|
| 1. | EEO DIRECTOR'S NAME: Godfrey C. Beckett | | |
| 1a. | DOES THE AGENCY DIRECTOR REPORT TO THE AGENCY HEAD? | | X |

2. IF NO, WHO DOES THE EEO DIRECTOR REPORT TO?
PERSON: Tom McDonald
TITLE: Acting Chief Compliance Officer

3. WHO IS RESPONSIBLE FOR THE DAY-TO-DAY OPERATION OF THE EEO PROGRAM IN YOUR DEPARTMENT/AGENCY/ORGANIZATION?
PERSON: Godfrey C. Beckett
TITLE: Civil Rights and EEO Officer

4. WHO DOES THAT PERSON REPORT TO?
PERSON: Tom McDonald
TITLE: Acting Chief Compliance Officer

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOE Bonneville Power Administration | REPORTING PERIOD: FY 2014

PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 1)

| ISSUES OF ALLEGED DISCRIMINATION | BASES OF ALLEGED DISCRIMINATION | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | RACE | | | | | | COLOR | RELIGION | REPRISAL | TOTAL ALL BASES BY ISSUE | TOTAL ALL COMPLAINTS BY ISSUE | TOTAL ALL COMPLAINANTS BY ISSUE |
| | AMERICAN INDIAN OR ALASKA NATIVE | ASIAN | NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER | BLACK OR AFRICAN AMERICAN | WHITE | TWO OR MORE RACES | | | | | | |
| A. APPOINTMENT/HIRE | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 9 | 4 | 4 |
| B. ASSIGNMENT OF DUTIES | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 5 | 2 | 2 |
| C. AWARDS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D. CONVERSION TO FULL TIME | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E. DISCIPLINARY ACTION | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.1. DEMOTION | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.2. REPRIMAND | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.3. SUSPENSION | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.4. REMOVAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.5 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.6 6. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.7 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| F. DUTY HOURS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| G. EVALUATION/APPRAISAL | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 2 | 7 | 3 | 3 |
| H. EXAMINATION/TEST | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| I. HARASSMENT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 12 | 6 | 4 |
| I.1. NON-SEXUAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 10 | 4 | 4 |
| I.2. SEXUAL | | | | | | | | | 0 | 2 | 2 | 2 |
| J. MEDICAL EXAMINATION | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| K. PAY INCLUDING OVERTIME | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| L. PROMOTION/NON-SELECTION | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 1 | 1 |
| M. REASSIGNMENT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| M.1. DENIED | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| M.2. DIRECTED | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| N. REASONABLE ACCOMMODATION | | | | | | | | 0 | 2 | 5 | 2 | 2 |
| O. REINSTATEMENT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| P. RETIREMENT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Q. TERMINATION | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 4 | 3 | 3 |
| R. TERMS/CONDITIONS OF EMPLOYMENT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 1 | 1 |
| S. TIME AND ATTENDANCE | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| T. TRAINING | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U. OTHER | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.1 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.3. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.5. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ALL ISSUES BY BASES | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 16 | | | |
| TOTAL ALL COMPLAINTS FILED BY BASES | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 7 | | | |
| TOTAL ALL COMPLAINANTS BY BASES | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 7 | | | |

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(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOE Bonneville Power Administration

REPORTING PERIOD: FY 2014

## PART IV BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 2)

| ISSUES OF ALLEGED DISCRIMINATION | BASES OF ALLEGED DISCRIMINATION | | | | | | | | | | | TOTAL ALL BASES BY ISSUE | TOTAL ALL COMPLAINTS BY ISSUE | TOTAL ALL COMPLAINANTS BY ISSUE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | SEX | | PREGNANCY DISCRIMINATION ACT | NATIONAL ORIGIN | | EQUAL PAY ACT | | AGE | DISABILITY | | GINA | | | |
| | MALE | FEMALE | | HISPANIC / LATINO | OTHER | MALE | FEMALE | | MENTAL | PHYSICAL | | | | |
| A. APPOINTMENT/HIRE | 1 | 0 | 0 | 1 | 0 | | | 2 | 1 | 1 | 0 | 9 | 4 | 4 |
| B. ASSIGNMENT OF DUTIES | 1 | 0 | 0 | 0 | 0 | | | 1 | 0 | 1 | 0 | 5 | 2 | 2 |
| C. AWARDS | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| D. CONVERSION TO FULL TIME | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E. DISCIPLINARY ACTION | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.1. DEMOTION | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.2. REPRIMAND | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.3. SUSPENSION | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.4. REMOVAL | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.5. 5. | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.6. 6. | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| E.7. 7. | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| F. DUTY HOURS | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| G. EVALUATION/APPRAISAL | 1 | 0 | 0 | 0 | 0 | | | 1 | 0 | 1 | 0 | 7 | 3 | 3 |
| H. EXAMINATION/TEST | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| I. HARASSMENT | 4 | 0 | 0 | 0 | 0 | | | 1 | 1 | 2 | 0 | 12 | 6 | 4 |
| I.1. NON-SEXUAL | 2 | 0 | 0 | 0 | 0 | | | 1 | 1 | 2 | 0 | 10 | 4 | 4 |
| I.2. SEXUAL | 2 | 0 | 0 | | | | | | | | | 2 | 2 | 2 |
| J. MEDICAL EXAMINATION | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| K. PAY INCLUDING OVERTIME | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| L. PROMOTION/NON-SELECTION | 1 | 0 | 0 | 0 | 0 | | | 1 | 0 | 0 | 0 | 3 | 1 | 1 |
| M. REASSIGNMENT | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| M.1. DENIED | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| M.2. DIRECTED | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| N. REASONABLE ACCOMMODATION | | | | | | | | | 1 | 2 | 0 | 5 | 2 | 2 |
| O. REINSTATEMENT | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| P. RETIREMENT | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Q. TERMINATION | 0 | 1 | 0 | 0 | 0 | | | 0 | 0 | 1 | 0 | 4 | 3 | 3 |
| R. TERMS/CONDITIONS OF EMPLOYMENT | 1 | 0 | 0 | 0 | 0 | | | 1 | 0 | 0 | 0 | 3 | 1 | 1 |
| S. TIME AND ATTENDANCE | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| T. TRAINING | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U. OTHER | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.1. 1. | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.2. | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.3. | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.4. | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U.5. | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ALL ISSUES BY BASES | 9 | 1 | 0 | 1 | 0 | 0 | 0 | 7 | 3 | 8 | 0 | | | |
| TOTAL ALL COMPLAINTS FILED BY BASES | 3 | 1 | 0 | 1 | 0 | 0 | 0 | 2 | 1 | 3 | 0 | | | |
| TOTAL ALL COMPLAINANTS BY BASES | 3 | 1 | 0 | 1 | 0 | 0 | 0 | 2 | 1 | 3 | 0 | | | |

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AGENCY OR DEPARTMENT: DOE Bonneville Power Administration

REPORTING PERIOD: FY 2014

## PART IVA - BASES OF DISCRIMINATION IN FINDINGS AND ALLEGED IN SETTLEMENTS

PART IVA - BASES OF DISCRIMINATION IN FINDINGS AND ALLEGED IN SETTLEMENTS

| | RACE | | | | | | | | | SEX | | | NATIONAL ORIGIN | | EQUAL PAY ACT | | | DISABILITY | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FINDINGS/ALLEGATIONS IN: | AMERICAN INDIAN OR ALASKA NATIVE | ASIAN | NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER | BLACK AFRICAN AMERICAN | WHITE | TWO OR MORE RACES | COLOR | RELIGION | REPRISAL | MALE | FEMALE | PDA | HISPANIC OR LATINO | OTHER | MALE | FEMALE | AGE | MENTAL | PHYSICAL | GINA |
| 1. Counseling Settlement Allegations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1.1a. Number of Counselings Settled | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1.1b. Number of Counselees Settled With | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2. Complaint Settlement Allegations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 6 | 0 |
| 2.2a. Number of Complaints Settled | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 0 |
| 2.2b. Number of Complainants Settled With | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 0 |
| 3. Final Agency Decision Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3.3a. Number FADs with Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3.3b. Number Complainants Issued FAD Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4. AJ Decision Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4.4a. Number AJ Decisions With Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5. Final Agency Order Findings Implemented | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5.5a. Number of Final Orders With Findings Implemented | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5.5b. # of Complainants issued FOs with Findings Implemented | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL SETTLEMENT ALLEGATIONS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 6 | 0 |
| TOTAL FINAL ACTION FINDINGS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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REPORTING PERIOD: FY 2014

## PART IVB - ISSUES OF DISCRIMINATION IN FINDINGS AND ALLEGED IN SETTLEMENTS

ISSUES OF DISCRIMINATION IN FINDINGS AND ALLEGED ISSUES IN SETTLEMENTS

| FINDINGS / ALLEGATIONS IN: | APPOINTMENT HIRE | ASSIGNMENT OF DUTIES | AWARDS | CONVERSION TO FULL TIME | DISCIPLINARY ACTION | | | | DUTY HOURS | EVAL / APPRAISAL | EXAM / TEST | HARASSMENT | | MEDICAL EXAM | PAY / OVERTIME | PROMOTION/ NON-SELECTION | REASSIGNMENT | | REASONABLE ACCOMMODAT | REM ETATEMENT | RETIREMENT | TERMINATION | TERMS & CONDITIONS EMPLOYMENT | TIME AND ATTENDANCE | TRAINING | OTHER |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | DEMOTION | REPRIMAND | SUSPENSION | REMOVAL | | | | NON-SEXUAL | SEXUAL | | | | DENIED | DIRECTED | | | | | | | | |
| 1. Counseling Settlement Allegations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1.1a. Number of Counselings Settled | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1.1b. Number of Counselees Settled With | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2. Complaint Settlement Allegations | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| 2.2a. Number of Complaints Settled | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| 2.2b. Number of Complainants Settled With | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| 3. Final Agency Decision Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3.3a. Number FADs with Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3.3b. Number Complainants Issued FAD Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4. AJ Decision Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4.4a. Number AJ Decisions With Findings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5. Final Agency Order Findings Implemented | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5.5a. Number of Final Orders With Findings Implemented | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5.5b. # of Complainants issued FOs with Findings Implemented | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL SETTLEMENT ALLEGATIONS | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| TOTAL FINAL ACTION FINDINGS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

## PART V - SUMMARY OF CLOSURES BY STATUTE

| | |
|---|---|
| 12 | A.1 TITLE VII |
| 0 | A 1a. PREGNANCY DISCRIMINATION ACT (PDA) |
| 5 | A.2. AGE DISRIMINATION IN EMPLOYMENT ACT (ADEA) |
| 7 | A 3. REHABILITATION ACT |
| 0 | A.4 EQUAL PAY ACT (EPA) |
| 0 | A.5 GENETIC INFORMATION NONDISCRIMINATION ACT (GINA) |
| 24 | B. TOTAL BY STATUTES THIS NUMBER MAY BE LARGER THAN THE TOTAL NUMBER OF COMPLAINTS CLOSED. (A1+A1a+A2+A3+A4+A5) |

## PART VI - SUMMARY OF CLOSURES BY CATEGORY

| | TOTAL NUMBER | TOTAL DAYS | AVERAGE DAYS |
|---|---|---|---|
| A. TOTAL NUMBER OF CLOSURES | 14 | 3578 | 255.57 |
| A.1. WITHDRAWALS | 5 | 1692 | 338.40 |
| A.1.a. NON-ADR WITHDRAWALS | 3 | 1181 | 393.67 |
| A.1.b. ADR WITHDRAWALS | 2 | 511 | 255.50 |
| A.2. SETTLEMENTS | 3 | 1202 | 400.67 |
| A.2.a. NON-ADR SETTLEMENTS | 1 | 382 | 382.00 |
| A.2.b. ADR SETTLEMENTS | 2 | 820 | 410.00 |
| A.3. FINAL AGENCY ACTIONS | 6 | 684 | 114.00 |
| B. FINAL AGENCY DECISIONS WITHOUT AN ADMINISTRATIVE JUDGE DECISION | 6 | 684 | 114.00 |
| B.1. FINDING DISCRIMINATION | 0 | 0 | 0.00 |
| B.2. FINDING NO DISCRIMINATION | 5 | 495 | 99.00 |
| B.3. DISMISSAL OF COMPLAINTS | 1 | 189 | 189.00 |
| C. FINAL AGENCY ORDERS WITH AN ADMINISTRATIVE JUDGE (AJ) DECISION | 0 | 0 | 0.00 |
| C.1. AJ DECISION FULLY IMPLEMENTED | 0 | 0 | 0.00 |
| C.1.a FINDING DISCRIMINATION | 0 | 0 | 0.00 |
| C.1.b FINDING NO DISCRIMINATION | 0 | 0 | 0.00 |
| C.1.c DISMISSAL OF COMPLAINTS | 0 | 0 | 0.00 |
| C.2. AJ DECISION NOT FULLY IMPLEMENTED | 0 | 0 | 0.00 |
| C.2.a FINDING DISCRIMINATION | 0 | 0 | 0.00 |
| C.2.a.i. AGENCY APPEALED FINDING BUT NOT REMEDY | 0 | 0 | 0.00 |
| C.2.a.ii. AGENCY APPEALED REMEDY BUT NOT FINDING | 0 | 0 | 0.00 |
| C.2.a.iii. AGENCY APPEALED BOTH FINDING AND REMEDY | 0 | 0 | 0.00 |
| C.2.b FINDING NO DISCRIMINATION | 0 | 0 | 0.00 |
| C.2.c DISMISSAL OF COMPLAINTS | 0 | 0 | 0.00 |

## PART VI - SUMMARY OF CLOSURES BY CATEGORY (Continued)

| | TOTAL NUMBER | TOTAL DAYS | AVERAGE DAYS |
|---|---|---|---|
| D. FINAL AGENCY MERIT DECISIONS (FAD) ISSUED | 5 | 324 | 64.80 |
| D.1. COMPLAINANT REQUESTED IMMEDIATE FAD | 4 | 263 | 65.75 |
| D.1.a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF FAD REQUEST | 1 | 36 | 36.00 |
| D.1.b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND RECEIPT OF FAD REQUEST | 3 | 227 | 75.67 |
| D.2. COMPLAINANT DID NOT ELECT HEARING OR FAD | 0 | 0 | 0.00 |
| D.2.a. AGENCY ISSUED FAD WITHIN 60 DAYS OF END OF 30-DAY ELECTION PERIOD | 0 | 0 | 0.00 |
| D.2.b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND END OF 30-DAY ELECTION PERIOD | 0 | 0 | 0.00 |
| D.3. HEARING REQUESTED; AJ RETURNED CASE TO AGENCY FOR FAD WITHOUT AJ DECISION (3a+3b) | 0 | 0 | 0.00 |
| D.3.a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE | 0 | 0 | 0.00 |
| D.3.b. AGENCY ISSUED FAD MORE THAN 60 DAYS AFTER RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE | 0 | 0 | 0.00 |
| D.4. FINAL AGENCY DECISION ISSUED ON A MIXED CASE (4a+4b) | 1 | 61 | 61.00 |
| D.4.a. AGENCY ISSUED FAD WITHIN 45 DAYS AFTER INVESTIGATION | 0 | 0 | 0.00 |
| D.4.b. AGENCY ISSUED FAD MORE THAN 45 DAYS AFTER INVESTIGATION | 1 | 61 | 61.00 |

## PART VII - SUMMARY OF FORMAL COMPLAINTS CLOSED BY TYPES OF BENEFITS

| | NUMBER | AMOUNT |
|---|---|---|
| A. TOTAL COMPLAINTS CLOSED WITH BENEFITS | 3 | |
| B. TOTAL CLOSURES WITH MONETARY BENEFITS TO COMPLAINANT | 3 | $183,500.00 |
| B.1. BACK PAY/FRONT PAY | 0 | $0.00 |
| B.2. LUMP SUM PAYMENT | 0 | $0.00 |
| B.3. COMPENSATORY DAMAGES | 0 | $0.00 |
| B.4. ATTORNEY FEES AND COSTS | 3 | $183,500.00 |
| D. INTENTIONALLY LEFT BLANK | | |
| E. TOTAL CLOSURES WITH NON-MONETARY BENEFITS TO COMPLAINANT | 3 | |
| F. TYPES OF BENEFITS IN NON-MONETARY CLOSURES | NUMBER OF CLOSURES THAT RECEIVED MONETARY BENEFITS AS WELL | NUMBER OF CLOSURES THAT RECEIVED ONLY NON-MONETARY BENEFITS |
| F.1. HIRES | 0 | 0 |
| F.1.a. RETROACTIVE | 0 | 0 |
| F.1.b. NON-RETROACTIVE | 0 | 0 |
| F.2. PROMOTIONS | 0 | 0 |
| F.2.a. RETROACTIVE | 0 | 0 |
| F.2.b. NON-RETROACTIVE | 0 | 0 |
| F.3. EXPUNGEMENTS | 2 | 0 |
| F.4. REASSIGNMENTS | 0 | 0 |
| F.5. REMOVALS RESCINDED | 1 | 0 |
| F.5.a. REINSTATEMENT | 0 | 0 |
| F.5.b. VOLUNTARY RESIGNATION | 1 | 0 |
| F.6. ACCOMMODATIONS | 0 | 0 |
| F.7. TRAINING | 0 | 0 |
| F.8. APOLOGY | 0 | 0 |
| F.9. DISCIPLINARY ACTIONS | 1 | 0 |
| F.9.a. RESCINDED | 1 | 0 |
| F.9.b. MODIFIED | 0 | 0 |
| F.10. PERFORMANCE EVALUATION MODIFIED | 0 | 0 |
| F.11. LEAVE RESTORED | 1 | 0 |
| F.12. | 0 | 0 |
| F.13. | 0 | 0 |
| F.14. | 0 | 0 |

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## PART VIII - SUMMARY OF PENDING COMPLAINTS BY CATEGORY

| | NUMBER PENDING | NUMBER OF DAYS | AVERAGE DAYS | DAYS PENDING OLDEST CASE | OLDEST DOCKET # |
|---|---|---|---|---|---|
| A. TOTAL COMPLAINTS PENDING (SAME AS PART II Line I) | 21 | 9926 | | | |
| A.1. COMPLAINTS PENDING WRITTEN NOTIFICATION | 0 | 0 | 0 | 0 | |
| A.1a. COMPLAINTS PENDING DECISION TO ACCEPT/DISMISS | 8 | 4202 | 525.25 | 1015 | |
| A.2. COMPLAINTS PENDING IN INVESTIGATION | 5 | 767 | 153.4 | 245 | |
| A.3. COMPLAINTS PENDING IN HEARINGS | 4 | 3457 | 864.25 | 864 | 551-2012-00231X |
| A.4. COMPLAINTS PENDING A FINAL AGENCY ACTION | 4 | 1500 | 375 | 602 | |

## PART IX - SUMMARY OF INVESTIGATIONS COMPLETED

| | TOTAL | TOTAL DAYS | AVERAGE |
|---|---|---|---|
| A. INVESTIGATIONS COMPLETED DURING REPORTING PERIOD | 8 | 2395 | 299.38 |
| A.1. INVESTIGATIONS COMPLETED BY AGENCY PERSONNEL | 0 | 0 | 0.00 |
| A.1.a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS | 0 | 0 | 0.00 |
| A.1.b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS | 0 | 0 | 0.00 |
| A.1.b.1. TIMELY COMPLETED INVESTIGATIONS | 0 | 0 | 0.00 |
| A.1.b.2. UNTIMELY COMPLETED INVESTIGATIONS | 0 | 0 | 0.00 |
| A.1.c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS | 0 | 0 | 0.00 |
| A.2. AGENCY INVESTIGATION COSTS | $0.00 | | $0.00 |
| A.3. INVESTIGATIONS COMPLETED BY CONTRACTORS | 8 | 2395 | 299.38 |
| A.3.a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS | 1 | 160 | 160.00 |
| A.3.b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS | 5 | 1421 | 284.20 |
| A.3.b.1. TIMELY COMPLETED INVESTIGATIONS | 0 | 0 | 0.00 |
| A.3.b.2. UNTIMELY COMPLETED INVESTIGATIONS | 5 | 1421 | 284.20 |
| A.3.c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS | 2 | 814 | 407.00 |
| A.4. CONTRACTOR INVESTIGATION COSTS | $30,672.50 | | $3,834.06 |

## PART X - SUMMARY OF ADR PROGRAM ACTIVITIES

### INFORMAL PHASE PRE-COMPLAINT

| A. INTENIONALLY LEFT BLANK | | | | |
|---|---|---|---|---|
| B. ADR ACTIONS IN COMPLETED/ENDED COUNSELINGS | COUNSELING | INDIVIDUALS | | |
| B.1. ADR OFFERED BY AGENCY | 15 | 15 | | |
| B.2. REJECTED BY INDIVIDUAL (COUNSELEE) | 6 | 6 | | |
| B.3. INTENIONALLY LEFT BLANK | | | | |
| B.4. TOTAL ACCEPTED INTO ADR PROGRAM | 9 | 9 | | |
| C. ADR RESOURCES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS) | 2 | 2 | | |
| C.1. INHOUSE | 2 | 2 | | |
| C.2. ANOTHER FEDERAL AGENCY | 0 | 0 | | |
| C.3. PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSITY PERSONNEL) | 0 | 0 | | |
| C.4. MULTIPLE RESOURCES USED (Please specify in a comment box) | 0 | 0 | | |
| C.5. FEDERAL EXECUTIVE BOARD | 0 | 0 | | |
| C.6. | 0 | 0 | | |
| C.7. | 0 | 0 | | |
| | COUNSELING | INDIVIDUALS | DAYS | AVERAGE DAYS |
| D. ADR TECHNIQUES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS) | 2 | 2 | 37 | 18.50 |
| D.1. MEDIATION | 1 | 1 | 20 | 20.00 |
| D.2. SETTLEMENT CONFERENCES | 0 | 0 | 0 | 0.00 |
| D.3 EARLY NEUTRAL EVALUATIONS | 0 | 0 | 0 | 0.00 |
| D.4. FACTFINDING | 0 | 0 | 0 | 0.00 |
| D.5. FACILITATION | 0 | 0 | 0 | 0.00 |
| D.6. OMBUDSMAN | 1 | 1 | 17 | 17.00 |
| D.7. PEER REVIEW | 0 | 0 | 0 | 0.00 |
| D.8. MULTIPLE TECHNIQUES USED (Please specify in a comment box) | 0 | 0 | 0 | 0.00 |
| D.9. | 0 | 0 | 0 | 0.00 |
| D.10. | 0 | 0 | 0 | 0.00 |
| D.11. | 0 | 0 | 0 | 0.00 |
| E. STATUS OF ADR CASES IN COMPLETED/ENDED COUNSELINGS | COUNSELING | INDIVIDUALS | DAYS | AVERAGE DAYS |
| E.1. TOTAL CLOSED | 9 | 9 | 226 | 25.11 |
| E.1.a. SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary) | 0 | 0 | 0 | 0.00 |
| E.1.b. NO FORMAL COMPLAINT FILED | 0 | 0 | 0 | 0.00 |
| E.1.c COMPLAINT FILED | | | | |
| E.1.c.i. NO RESOLUTION | 2 | 2 | 37 | 18.50 |
| E.1.c.ii. NO ADR ATTEMPT (aka Part X.E.1.d) | 7 | 7 | 189 | 27.00 |
| E.1.e. DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD | 0 | 0 | 0 | 0.00 |

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOE Bonneville Power Administration | REPORTING PERIOD: FY 2014

## PART XI SUMMARY OF ADR PROGRAM ACTIVITIES

### FORMAL PHASE (COMPLAINT FILED)

| B. ADR ACTIONS IN COMPLAINT CLOSURES | COMPLAINTS | COMPLAINANTS |
|---|---|---|
| B.1. ADR OFFERED BY AGENCY | 6 | 6 |
| B.2. REJECTED BY COMPLAINANT | 1 | 1 |
| B.3. INTENTIONALLY LEFT BLANK | | |
| B.4. TOTAL ACCEPTED INTO ADR PROGRAM | 5 | 5 |
| C. ADR RESOURCES USED IN COMPLAINT CLOSURES (TOTALS) | 3 | 2 |
| C.1. INHOUSE | 3 | 3 |
| C.2. ANOTHER FEDERAL AGENCY | 0 | 0 |
| C.3. PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSIT | 0 | 0 |
| C.4. MULTIPLE RESOURCES USED (Please specify in a comment box) | 0 | 0 |
| C.5. FEDERAL EXECUTIVE BOARD | 0 | 0 |
| C.6. | 0 | 0 |
| C.7. | 0 | 0 |

| D. ADR TECHNIQUES USED IN COMPLAINT CLOSURES (TOTALS) | COMPLAINTS | COMPLAINANTS | DAYS | AVERAGE DAYS |
|---|---|---|---|---|
| | 3 | 2 | 513 | 171.00 |
| D.1. MEDIATION | 1 | 1 | 83 | 83.00 |
| D.2. SETTLEMENT CONFERENCES | 1 | 1 | 217 | 217.00 |
| D.3. EARLY NEUTRAL EVALUATIONS | 0 | 0 | 0 | 0.00 |
| D.4. FACTFINDING | 0 | 0 | 0 | 0.00 |
| D.5. FACILITATION | 1 | 1 | 213 | 213.00 |
| D.6. OMBUDSMAN | 0 | 0 | 0 | 0.00 |
| D.7. MINI-TRIALS | 0 | 0 | 0 | 0.00 |
| D.8. PEER REVIEW | 0 | 0 | 0 | 0.00 |
| D.9. MULTIPLE TECHNIQUES USED (Please specify in a comment box) | 0 | 0 | 0 | 0.00 |
| D.10. | 0 | 0 | 0 | 0.00 |
| D.11. | 0 | 0 | 0 | 0.00 |
| D.12. | 0 | 0 | 0 | 0.00 |

| E. STATUS OF CASES IN COMPLAINT CLOSURES | COMPLAINTS | COMPLAINANTS | DAYS | AVERAGE DAYS |
|---|---|---|---|---|
| E.1. TOTAL CLOSED | 5 | 5 | 937 | 187.40 |
| E.1.a. SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary) | 2 | 2 | 382 | 191.00 |
| E.1.b. WITHDRAWAL FROM EEO PROCESS | 2 | 2 | 511 | 255.50 |
| E.1.c. NO RESOLUTION | 0 | 0 | 0 | 0.00 |
| E.1.d. NO ADR ATTEMPT | 1 | 1 | 44 | 44.00 |
| 2. INTENTIONALLY LEFT BLANK | | | | |

| F. BENEFITS RECEIVED | COMPLAINTS | COMPLAINANTS | AMOUNT |
|---|---|---|---|
| F.1. MONETARY (INSERT TOTALS) | 2 | 2 | $33,500.00 |
| F.1.a. COMPENSATORY DAMAGES | 0 | 0 | $0.00 |
| F.1.b. BACKPAY/FRONTPAY | 0 | 0 | $0.00 |
| F.1.c. LUMP SUM | 0 | 0 | $0.00 |
| F.1.d. ATTORNEY FEES AND COSTS | 2 | 2 | $33,500.00 |
| F.1.e. | 0 | 0 | $0.00 |
| F.1.f. | 0 | 0 | $0.00 |
| F.1.g. | 0 | 0 | $0.00 |
| F.2. NON-MONETARY (INSERT TOTALS) | 2 | 2 | |
| F.2.a. HIRES | 0 | 0 | |
| F.2.a.i. RETROACTIVE | 0 | 0 | |
| F.2.a.ii. NON-RETROACTIVE | 0 | 0 | |
| F.2.b. PROMOTIONS | 0 | 0 | |
| F.2.b.i. RETROACTIVE | 0 | 0 | |
| F.2.b.ii. NON-RETROACTIVE | 0 | 0 | |
| F.2.c. EXPUNGEMENTS | 2 | 2 | |
| F.2.d. REASSIGNMENTS | 0 | 0 | |
| F.2.e. REMOVALS RESCINDED | 1 | 1 | |
| F.2.e.i. REINSTATEMENT | 0 | 0 | |
| F.2.e.ii. VOLUNTARY RESIGNATION | 1 | 1 | |
| F.2.f. ACCOMMODATIONS | 0 | 0 | |
| F.2.g. TRAINING | 0 | 0 | |
| F.2.h. APOLOGY | 0 | 0 | |
| F.2.i. DISCIPLINARY ACTIONS | 1 | 1 | |
| F.2.i.i. RESCINDED | 0 | 0 | |
| F.2.i.ii. MODIFIED | 1 | 1 | |
| F.2.j. PERFORMANCE EVALUATION MODIFIED | 0 | 0 | |
| F.2.k. LEAVE RESTORED | 1 | 1 | |
| F.2.l.0 | 0 | 0 | |
| F.2.m. | 0 | 0 | |

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOE Bonneville Power Administration | REPORTING PERIOD: FY 2014

## PART XII - SUMMARY OF EEO ADR PROGRAM ACTIVITIES

### EEO ADR RESOURCES

| | |
|---|---|
| A. NO LONGER COLLECTED | |
| B. EMPLOYEES THAT CAN PARTICIPATE IN EEO ADR | 2888 |
| C. RESOURCES THAT MANAGE EEO ADR PROGRAM (DOES NOT INCLUDE NEUTRALS AS REPORTED IN PARTS X. & XI.) | 3 |
| C.1. IN-HOUSE FULL TIME (40 HOURS EEO ADR ONLY) | 0 |
| C.2. IN-HOUSE PART TIME (32 HOURS EEO ADR ONLY) | 0 |
| C.3. IN-HOUSE COLLATERAL DUTY (OTHERS/NON-CONTRACT) | 3 |
| C.4. CONTRACT (ANOTHER FEDERAL AGENCY/PRIVATE ORGANIZATIONS) | 0 |
| | AMOUNT |
| D. EEO ADR FUNDING SPENT | $0.00 |

E. EEO ADR CONTACT INFORMATION

| | |
|---|---|
| E.1. NAME OF EEO ADR PROGRAM DIRECTOR / MANAGER | Anthony W. Jackson |
| E.2. TITLE | Lead EEO Counselor |
| E.3. TELEPHONE NUMBER | 503-231-3451 |
| E.4 EMAIL | awjackson@bpa.gov |

F. EEO ADR PROGRAM INFORMATION

| | YES | NO |
|---|---|---|
| F.1. Does the agency require the alleged responsible management official to participate in EEO ADR? | | X |
| F.1a. If yes, is there a written policy requiring the participation? | | |
| F.2. Does the alleged responsible management official have a role in deciding if the case is appropriate for EEO ADR? | X | |

# CERTIFICATION AND CONTACT INFORMATION

I certify that the EEO complaint data contained in this report, EEOC Form 462, Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints, for the reporting period October 1, 2013 through September 30, 2014 is accurate and complete.

| | |
|---|---|
| NAME OF CERTIFYING OFFICIAL: | Godfrey Beckett |
| TITLE OF CERTIFYING OFFICIAL: | Manager Civil Rights and EEO |
| TELEPHONE NUMBER: | (503) 230-5574 |
| E-MAIL: | gcbeckett@bpa.gov |
| SIGNATURE OF CERTIFYING OFFICIAL: (Enter PIN to serve as your electronic signature) | |
| DATE: | 31-10-2014 |

| | |
|---|---|
| NAME OF PREPARER: | Regina Neal-Mujahid |
| TITLE OF PREPARER: | Assistant Director |
| TELEPHONE NUMBER: | (202) 586-7549 |
| E-MAIL: | regina.neal-mujahid@hq.doe.gov |
| DATE: | 31-10-2014 |

The FY 2014 Form 462 report must be "Accepted" or "Finalized" by EEOC by October 31, 2014 to be considered timely.

# Form 462 Comments

| Part Name | COMMENT( expression left \| evaluation symbol \| expression right \| value1 \| value2 \| comment ) |
|---|---|
| **Part I** | |
| | D 1 -- On Hand At The Beginning Of The Reporting Period, Counselings (Current year) \| = \| D 4 -- Counselings Pending At The End Of The Reporting Period (Previous Year) \| 2 \| 2 \| Further reconciliation of data revealed a different number. |
| | D 1 -- On Hand At The Beginning Of The Reporting Period, Individuals (Current year) \| = \| D 4 -- Individuals Pending At The End Of The Reporting Period (Previous Year) \| 2 \| 2 \| Further reconciliation of data revealed a different number |
| **Part II** | |
| | A -- Complaints On Hand At The Beginning of The Reporting Period, Complaints (Current Year) \| = \| I -- Complaints On Hand At The End of The Reporting Period (Previous Year) \| 25 \| 25 \| Further reconciliation of data revealed a different number |
| **Part XI** | |
| | D2 -- Settlement Conferences - Average Days \| between \| 0 and 100 \| 217 \| 100 \| Negotiations with Attorney took longer because complainant was on the West Coast and Attorney was on the East Coast |
| | D5 -- Facilitation - Average Days \| between \| 0 and 100 \| 213 \| 100 \| Settlement negotiations with complainant Attorney |
| | E1a -- Settlements with Benefits (Monetary & Non-monetary) Average Days \| between \| 0 and 100 \| 191 \| 100 \| Settlement negotiations with complainant Attorney |
| | E1b -- Withdrawn from EEO Process - Average Days \| between \| 0 and 100 \| 255.5 \| 100 \| Negotiations with Attorney took longer because complainant was on the West Coast and Attorney was on the East Coast |
| | E1d -- No ADR Attempt - Average Days \| between \| 0 and 100 \| 44 \| 100 \| Negotiations with Attorney took longer because complainant was on the West Coast and Attorney was on the East Coast |

# Appendix 3

BONNEVILLE POWER ADMINISTRATION

# Organizational Chart

DECEMBER 2014

Elliot Mainzer - A
Administrator and Chief Executive Officer

Sarah McNary - A
Senior Policy Advisor (Bi-Op)

Sandy Boardman - A
Executive Operations

Greg Delwiche - D
Deputy Administrator

Claudia Andrews - K
Chief Operating Officer

Vacant - N
Chief Administrative Officer

John Hairston, ACTING - N
Deputy Chief Administrative Officer

## COMPLIANCE, AUDIT AND RISK

Vacant - C
Executive Vice President

Sam Cannady - CB
Chief Risk Officer

Godfrey Beckett - CE
Civil Rights and EEO

Thomas McDonald, ACTING - CG
Governance and Internal Controls

Michael Freudenthal - CA
Internal Audit

## PUBLIC AFFAIRS

Peter Cogswell, ACTING - DE
Chief Public Affairs Officer

Doug Johnson, ACTING - DKP
Policy Communications

Heidi Helwig - DKE
Public Communications

Joan Saroka - DKC
Employee Communications

Sonya Baskerville - DKH
National Relations

John Williams, ACTING - DKR
Regional Relations

Ken Johnston, ACTING - DKT
Tribal Affairs

## FINANCE

Nancy Mitman - F
Executive Vice President and Chief Financial Officer

Brian McConnell - FB
Budget Planning and Forecasting

Prabu Muthu, ACTING - FC
Financial Information Systems

Chris Dunning - FR
Accounting Officer

Mary Hawken - FS
Analysis and Requirements

Javier Fernandez, ACTING - FT
Treasury

## CORPORATE STRATEGY

Cathy Ehli - S
Executive Vice President

Marchelle Watson - SE
Strategy Execution

Pam Marshall - SP
Strategic Planning

Vacant - SR
Strategy Integration

Terry Oliver - ST
Chief Technology Innovation Officer

## ENVIRONMENT, FISH & WILDLIFE

Lorri Bodi - KE
Vice President

Lydia Grimm - KEC
Environmental Planning and Analysis

Joseph Sharpe - KEP
Pollution Prevention and Abatement

Bill Maslen - KEW
Fish and Wildlife Program

## CUSTOMER SUPPORT SERVICES

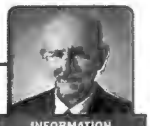
Tina Ko - KS
Director

Joseph Flores - KSB
Customer Billing

Karen Graves Pyrch - KSC
Contract Management and Administration

Reed Davis - KSL
Load Forecasting and Analysis

Henry Tieu - KSM
Marketing Services



## INFORMATION TECHNOLOGY

Larry Buttress - J
Vice President and Chief Information Officer

Gary Dodd - JB
Chief Information Security Officer

Jim Viskov - JC
Critical Business Systems Development and Operations

Vacant - JH
IT Program Management

Paul Dickson, ACTING - JH
Infrastructure Services

Vacant - JS
IT Operations Support

Lulu Zhang - JP
IT Project Management

Lynn Mantanona - JQ
Quality Control

Jeff Green, ACTING - JR
Service Delivery

Yvette Gill - JS
Software Development and Operations

## BULK MARKETING

Suzanne Cooper - PJ
Vice President

Anne Draper - PTC
Bulk Marketing Contract Support

Alex Spain - PTF
Trading Floor

William Lamb - PTK
Scheduling Coordination

Larry Kitchen - PTL
Long Term Sales and Purchases

Eric Federovitch - PTM
Market Analysis and Pricing

## POWER SERVICES

Mark Gendron - P
Senior Vice President

Elizabeth Evans - PB
Power Services Business Operations

## ENERGY EFFICIENCY

Richard Génecé - PE
Vice President

Allison Mace, ACTING - PEN
Planning and Evaluation

Kim Thompson - PEJ
Program Implementation

Dieatra VanderZanden, ACTING - PEK
Contract Administration

Vacant - PES
Smart Grid

## GENERATION ASSET MANAGEMENT

Kieran Connolly - PG
Vice President

Holly Harwood - PGB
Fish Operations Policy and Planning

Vacant - PGC
Contract Generating Resources

Mark Jones - PGF
Federal Hydro Projects

Timothy Roberts - PGL
Libby Operations and Management

Richard Pendergrass - PGP
Power and Operations Planning

Vacant - PGS
Generation Scheduling

## NORTHWEST REQUIREMENTS MARKETING

Michelle Manary
ACTING - PS
Vice President

Garry Thompson - PSE
Eastern Customer Services

Julie Shaughnessy - PSI
Residential Exchange Program

Ray Bliven - PSR
Power Rates

Elly Adelman - PSS
Power Account Services

Connie Howard - ACTING - PST
Transfer Services

Vacant - PSW
Western Customer Services

## TRANSMISSION SERVICES

Richard Shaheen - T
Senior Vice President

Bill Duncan - TC
Aircraft Services

Jeffrey Cook - TD
Transmission Studies Development

Tom O'Donovan - TE
Transmission Internal Operations

## TRANSMISSION FIELD SERVICES

Robin Furrer - TF
Vice President

Doug Hunter - TFB
Internal Operations

Steve Goins - TFN
Construction and Maintenance Services

## ENGINEERING AND TECHNICAL SERVICES

Mike Miller, ACTING - TE
Vice President

Joelle Brown, ACTING - TEC
System Control Engineering

Dean Freel - TEB
Contract Management Office

Michael Swats - TEL
Transmission Engineering

Brian Scott - TEP
Transmission Project Management

Matthew Kirkland - TER
Reality Offices

Richard Becker - TES
Substation Engineering

Michael Hull, ACTING - TET
Commissioning and Testing

## SYSTEM OPERATIONS

Randi Thomas - TO
Manager

Richard Ellison - TOD
Dittmer Dispatch

Huy Ngo - TOH
Control Center Hardware Design and Maintenance

Susan Walsh, ACTING - TOK
Generation and Dispatch Support

Pete Raschio - TOS
Real Time Control Systems

Meg Albright - TOT
Technical Operations

Tedd Snodgrass - TOV
Maint. Dispatch

Gary Kelley - TOZ
Substation Operations

## TRANSMISSION MARKETING AND SALES

Bob King
ACTING - TS
Vice President

Dave Fitzsimmons - TSE
Transmission Sales

Rebecca Fredrickson, ACTING - TSP
Transmission Policy and Strategy

Dave Hanel, ACTING - TSR
Transmission Commercial System Management

Sue Holden-Baker - TSS
Transmission Scheduling

## GENERAL COUNSEL

Mary Jensen
ACTING - L
Executive Vice President and General Counsel

Peter Burger, ACTING - LG
General

Jacilyn Margeson - LN
Natural Resources

Tim Johnson - LP
Power

Marcus Chong Tim, ACTING - LT
Transmission

## EAST REGION

Greg Olesen - TF
East Region

Dee Wilson - TFI
Idaho Falls District

Mike McCracken - TFK
Kalispell District

Reed Campbell - TFP
Tri-Cities District

Darlene LaBrosse - TFS
Spokane District

## NORTH REGION

James Anderson - TF
North Region

Vacant - TFC
Covington District

Adelmo delaCruz - TFN
Snohomish District

Darrel Underwood - TFO
Olympia District

Brett Moad - TFW
Wenatchee District

## SOUTH REGION

Garett Rehbein - TF
South Region

Dave Kosku - TFD
The Dalles District

Dale Coulombe - TFE
Eugene District

Aaron Sundberg - TFL
Salem District

Adam Mikulski - TFR
Redmond District

Josh McElrath, ACTING - TFV
Longview District

## PLANNING AND ASSET MANAGEMENT

Hardev Juj - TP
Vice President

Kelly Johnson - TPC
Customer Service Engineering

Ravi Aggarwal - TPL
Long Term Planning

Jeff Cook - TPM
Communication and Grid Modeling

James Haller Jr., ACTING - TPO
Strategy and Program Management

Melvin Rodrigues - TPP
Transmission Planning

Ivy Tyson, ACTING - TPS
Standards

Pilar Rowe, ACTING - TPW
Asset Program Support

## SAFETY

Brad Bea - NF
Chief Safety Officer

## HUMAN CAPITAL MANAGEMENT

Brian Carter - NH
HR Director

## SECURITY & CONTINUITY OF OPERATIONS

Lee Hall, ACTING - NN
Chief Security and Continuity Officer

## SUPPLY CHAIN SERVICES

Thomas Olesen - NS
Chief Supply Chain Officer

## WORKPLACE SERVICES

Stephan Capps - NW
Director of Facilities and Workplace Services

# Appendix 4

# BONNEVILLE POWER ADMINISTRATION POLICY
# HARASSMENT-FREE WORKPLACE

| | |
|---|---|
| **POLICY** | The Bonneville Power Administration's (BPA) policy is to have a harassment-free work environment where people treat one another with respect. (Complete guidance on this policy is contained in the MAS Handbook.) |
| **ACTION REQUIRED** | Managers and supervisors, both Federal and non-Federal, have the primary responsibility for creating and sustaining this harassment-free environment (by example, by job supervision, by coaching, by training, by contract enforcement, and by other means). But all persons in the BPA work environment must take personal responsibility for maintaining conduct that is professional and supportive of this environment. Managers and supervisors must take immediate action to stop harassment, to protect the people targeted by harassers, and to take all reasonable steps to insure that no further harassment or retaliation occurs. |
| **LOCATIONS COVERED** | The BPA work environment includes areas in and around facilities owned or leased by BPA, including food service and other service areas (e.g., credit unions and other commercial/vendor areas); and it includes government vehicles, employee fitness centers and break locations, and any other areas or conveyances where BPA employees work or where work-related activities occur, including official travel. |
| **DEFINITION** | BPA defines harassment as any unwelcome, inappropriate, non-job-related conduct, including retaliation, which causes a person to feel threatened, intimidated, or distressed in the BPA work environment. This includes making false accusations of harassment with the intent of harming someone else. By "non-job-related", BPA means the conduct is not a part of successful performance of assigned duties. |
| **EXAMPLES** | Examples of harassment include, but are not limited to:<br><br>**Physical conduct:** Unwelcome touching; standing too close; leering or threatening staring or glaring; obscene, threatening, or offensive gestures.<br><br>**Verbal or written conduct:** References to private body parts; derogatory or demeaning comments, jokes or personal questions; sexual innuendoes; offensive remarks about race, gender, religion, age, ethnicity, sexual orientation, political beliefs, marital status, veteran status, union membership, or disability; obscene letters or telephone calls, catcalls; whistles; sexually suggestive sounds; loud and abusive comments.<br><br>**Visual or symbolic conduct:** Display or pictures of nude, scantily clad or offensively clad people; display of intimidating religious, political, or other symbols; display of offensive, threatening or demeaning drawings, cartoons or other graphics; offensive T-shirts, coffee mugs, bumper stickers, or other articles. |
| **OPTIONS** | Individuals who believe they are being harassed or retaliated against should exercise any one or more of the following options as soon as possible:<br><br>**Tell** the harasser how you feel and ask the person to stop the offensive conduct; and/or<br>**Tell** a manager or supervisor about the conduct and how you feel about it; and/or<br>**Call** the confidential Employee Assistance Hotline for alternatives on how to deal with the situation. |
| **INTERNAL SUPPORT** | In addition, if you are a BPA employee, you may seek help from Employee Assistance, an EEO counselor, your union steward, or the DOE Office of Civil Rights/Sexual Harassment Hotline. Mediation services may be available to help resolve conflict. Contact the Conflict Resolution Information/Referral Line, EEO counselors, or a management official for more information. |
| **PENALTIES** | BPA staff who engage in harassment will face consequences ranging from verbal warnings and letters of reprimand up to and including termination from BPA employment, depending upon the seriousness of the misconduct. BPA managers and supervisors who do not take action when they know or suspect the harassment is occurring will face the same range of consequences. Contractor staff and other non-Federal personnel who engage in harassment may be subject to comparable penalties from their employers, and a contractor who fails to enforce this policy may have its contract with BPA terminated. Visitors who harass may be removed from a BPA workplace and prevented from returning. |

BONNEVILLE POWER ADMINISTRATION

**Building a Culture of Compliance**
Civil Rights and Equal Employment Opportunity
Main Office: 503-230-4725 or 1-800-305-7341
EEO Counseling: 503-230-3451 or 1-800-631-1931
Routing: DGE-1

# SELECTED DIFFERENCES BETWEEN EQUAL EMPLOYMENT OPPORTUNITY/TITLE VII (EEO/TITLE VII) AND BPA'S HARASSMENT-FREE WORKPLACE POLICY (HFWP)

| EEO/TITLE VII | HFWP |
|---|---|
| **Purpose:** Federal law and regulation to prevent and remedy discrimination and Title VII harassment in the workplace | **Purpose**: An internal conduct policy to provide a harassment-free workplace environment at BPA |
| Person can remain anonymous at the informal stage. | Person has no right to anonymity. |
| Person can be restored/made whole or negotiate a settlement of the issue raised. | Person protected from future occurrences and offered counseling through Employee Assistance, manager can elect to "heal" the workplace environment. |
| Decision is by an independent Administrative Law Judge with rights to appeal. | Decision is by BPA management; employee can grieve management's decision. |
| Complaint is against DOE not an individual. | BPA can bring conduct action against an individual. |
| Party must first complete EEO informal counseling or alternative dispute resolution processes to seek resolution. Counseling is up to 90 calendar days. Second, party elects to drop or to file a formal complaint. If claim(s) accepted, a formal investigation is conducted plus other processes. If claim dismissed, provided appeal rights. | Process requires "immediate action" such as separation of the parties, and may be followed by "fact-finding" as directed by management. |
| Resolution attempts involve all parties, employee and management officials. | Resolution normally occurs at the discretion of management and may or may not involve all parties. |
| **45 calendar day time limit** for initial contact with informal EEO counselor from date of event or action. **15 calendar-days** to file formal and more timelines in the formal process. | No time limits. |
| Procedures codified in law, statues, regulation and case law. | Procedures developed by BPA. |
| Formal complaints are limited to discrimination and/or harassment based on age (40+), color, genetic information (GINA), national origin, race, religion; physical and mental disability, sex, sexual orientation, and/or retaliation. | No limits on basis for the alleged violation of the policy. |
| Third parties involved in resolution, data gathering, formal investigation, and/or final decision | No requirement for third party involvement but can be brought in at management's discretion. |
| Employee driven (person engaging the process decides how to proceed within established laws and regulations). | Management driven (management decides how to proceed within BPA policies and procedures). |
| Legal standards of proof. | Management gathers information to determine if the event occurred, and if it did occur then decides if that event violated BPA's harassment free workplace policy. |

# Appendix 5

**Department of Energy**
Washington, DC 20585

MEMORANDUM FOR THE DEPUTY SECRETARY

FROM: ROBERT C. GIBBS
CHIEF HUMAN CAPITAL OFFICER

ANNE HARKAVY
ACTING GENERAL COUNSEL

SKILA S. HARRIS
SENIOR ADVISOR, OFFICE OF THE SECRETARY

ELLIOT E. MAINZER
ADMINISTRATOR
BONNEVILLE POWER ADMINISTRATION

SUBJECT: Update regarding Bonneville Power Administration

On October 24, 2013, you issued a "Get Well" Plan to address issues identified in reviews of the Bonneville Power Administration (BPA) by the DOE Inspector General (IG) and others. We have been taking a number of steps to address those issues, and on April 24, 2014, we provided you with a six-month status report. This memorandum contains a summary of that report.

1. **Practices to encourage communication of concerns without fear of retaliation.**

BPA reviewed and revised reporting mechanisms as appropriate to ensure employees feel they can express concerns without fear of intimidation or retaliation. In November, the chain of command for the BPA Ombudsman was shifted to report directly to the deputy administrator, assuring the office's independence. The hotline complaint review process was changed to address the appearance of conflicts of interest and to also address retaliation concerns, i.e. no internal organization would be assigned to investigate complaints brought against their specific organization.

The Department's Office of the General Counsel (HQ GC) evaluated the BPA Harassment-Free Workplace Policy and recommended replacing it with the Department-wide policy. BPA issued the Department-wide policy to all employees on April 11, 2014. Over the next several months, BPA intends to review its Harassment-Free Workplace Policy in light of the adoption of the Department-wide policy to ensure clarity and avoid confusion.

BPA has converted to the Department's Performance Management system as of March 31, 2014 and will convert to ePerformance by September 2014.

## 2. BPA Human Capital

BPA has made significant progress towards regaining full Human Resources (HR) authority. The BPA "Get Well" Plan was signed by BPA on February 6, 2014. Key activities necessary to regain HR authority, as outlined within the BPA "Get Well" Plan, are being accomplished on-time or ahead of schedule. BPA has worked in a collaborative and proactive manner with the Department's Office of the Chief Human Capital Officer (CHCO) to facilitate the restoration of full HR authority necessary for it to operate independently and in a manner that is in accordance with applicable legal, regulatory, and Departmental policy requirements. BPA has regained provisional authority to conduct labor relations activity, conduct their internal bid list process, and process personnel actions.

Additionally, BPA's Human Capital Management staff has completed all required OPM training and regained their individual delegated examining certification. BPA is migrating to the Department's "Hiring Manager" HR IT recruitment system to ensure consistency with the rest of the Department's recruiting efforts. The reporting relationship of BPA HR to OCHCO will be re-evaluated when full HR operating authority is returned to BPA.

The case reconstruction progress (as of April 25, 2014) is as follows:

- Total Cases - 75 percent of all cases have been reconstructed
- Delegated Examining cases- 68 percent complete
- Merit Promotion cases - 65 percent complete
- BID List - 100 percent complete
- 60 priority placements have been identified with 22 veterans accepting job offers.
- 22 veteran placements have entered on duty.

## 3. BPA General Counsel

On November 12, 2013, the Department's General Counsel sent a letter to the BPA Acting Administrator memorializing the reporting and communications structure for the BPA General Counsel that they had discussed and agreed upon, which had at its centerpiece the need for increased communication between BPA GC and HQ GC. This has largely been accomplished. In particular, the Assistant General Counsel for General Law and her staff have been in close and regular communication with BPA GC staff on general law issues, including hiring practices and particular cases. In addition, the Assistant General Counsel who handles PMA issues remains in regular communication with all the PMA GC's, including BPA GC, on power and transmission issues. More recently, in light of BPA's decision (supported by HQ GC) to reorganize the BPA GC office, and the recent retirement of the BPA GC, HQ GC Deputy General Counsel has discussed with both the Administrator and Deputy Administrator at BPA appropriate HQ GC involvement in upcoming hiring decisions for the new BPA GC and the new

Assistant General Counsel who will handle some general law issues.

The letter also noted that HQ GC would work with BPA GC to update the BPA's legal advice policy. HQ GC has discussed this policy with the recently designated Acting GC of BPA, and review by both BPA GC and HQ GC is ongoing, including consideration of how best to memorialize such a policy. In the meantime, BPA GC has been operating under a version of this policy that was amended informally as a result of HQ GC's interactions with the former BPA GC.

HQ GC recommends keeping the existing reporting relationship in place until a permanent BPA GC is put in place and then re-evaluating after an appropriate transition period.

**4. Review of Departmental Directives and Delegations.**

As requested in your October 24, 2013 memorandum we are conducting a process to review the applicability of the Department's directives to BPA. We have made significant progress to date and have a plan to complete the majority of the reviews over the next six months. We also have examined current delegations of authority which will be addressed at the conclusion of our review process. Our preliminary findings are discussed below.

The first six months of our review effort, Phase 1, has involved DOE headquarters and BPA staff tasked with looking at the requirements of each of the Departmental directives and the applicability to BPA. The Phase 1 review team consists of the following programs within DOE: Secretary's Senior Advisor, Office of Management, Office of General Counsel, Office of the Chief Human Capital Officer, Office of the Chief Financial Officer, and Office of Health, Safety and Security. Specific BPA programs and managers participating include: the BPA Administrator, Deputy Administrator, Chief Operating Officer, Office of General Counsel, Compliance and Governance, Internal Business Services, including Human Capital Management, Finance, and BPA's National Relations staff.

Agreement has been reached on the division of Departmental directives into several categories including Human Capital Management and Safety which are undergoing separate, expert level, joint reviews. During the course of this review, BPA will comply with DOE Orders covering Human Capital functional areas and the BPA Human Resources Director (HRD), unless specific deviations are agreed to taking into account BPA's particular circumstances.

Of the remaining categories, our review has found current designations, as either not applicable or applicable, to be appropriately applied to the majority of the directives. Of the 143 total directives we have considered, 22 directives clearly apply to BPA and 71 directives do not apply to BPA. Final determinations regarding these 93 directives will be made at the conclusion of the review processes.

Phase 2 will consist of joint reviews to develop recommendations on the applicability of the remaining directives identified for further review. Included are joint reviews of directives related to Human Capital and Safety by BPA and headquarters experts. Additionally, BPA's Chief Operating Officer is conducting a review of all safety-related laws, regulations, directives and BPA policies as part of a complete Safety Program review. Finally, BPA's Deputy Administrator has commissioned a broad review of BPA's regulatory compliance obligations. The results of each of these reviews will be considered in our recommendations as to whether the directives associated with these two functions are applicable to BPA. Additionally, there are some areas of specific interest identified through the review process that present opportunities for the entire Department to benefit through further collaboration and sharing of best practices between headquarters program offices and BPA. These opportunities will be pursued by the relevant offices at headquarters and BPA over the next six months.

DOE F 1325.8e Electronic Form Approved by Forms Mgmt. 04/26/2012
(08-89)

United States Government | Department of Energy

Bonneville Power Administration

# memorandum

DATE: APR 0 6 2014

REPLY TO ATTN OF: DGE

SUBJECT: 2014 Equal Employment Opportunity (EEO), Harassment, and Retaliation Policy

TO: All BPA Employees

On December 31, 2013, Secretary of Energy Ernest J. Moniz issued the Department-wide Policy on Equal Employment Opportunity, Harassment, and Retaliation. It is attached. As Administrator and CEO of the Bonneville Power Administration (BPA), I want to reiterate it and ask you to review it again. I affirm Secretary Moniz's policy and agree wholeheartedly that as he stated - "a workplace without barriers is an essential element of our culture of respect, and a key to our success. Equal Employment Opportunity (EEO) is not only the law, but a fundamental business practice..."

I too am personally committed to equal employment opportunity and ensuring that BPA maintains a workplace free from any and all forms of prohibited discrimination, harassment (sexual and non-sexual), and retaliation. I am committed to creating and sustaining a diverse workforce and to the principles of equality. It is important for each of you to help cultivate and sustain a culture where all individuals are valued and respected for who they are and the capabilities they bring to the workplace. Our customers, stakeholders, employees, applicants for employment, and contract personnel expect us to exemplify equity and inclusiveness.

Equal employment opportunity is integral to our mission. Creating and maintaining an environment free from discrimination, harassment and retaliation will help us attract, develop, and retain outstanding employees, while motivating and inspiring employee engagement and loyalty. Adherence to the principles of equal opportunity creates a positive work environment where all employees can reach their fullest potential. These principles are essential to being a model organization that promotes operational excellence.

BPA does not condone discrimination or retaliation (reprisal) based on race, color, religion, sex, (including sexual harassment, pregnancy and gender identity), sexual orientation, national origin, age (40 years of age and over), protected genetic information, status as a parent, marital status, veteran's preference, or disability (physical and mental), including the provision of reasonable accommodation for qualified applicants and employees with disabilities.

Retaliation against those who initiate discrimination complaints, serve as witnesses, or otherwise oppose discrimination and harassment is strictly prohibited. These protections encompass all management practices and decisions, including recruitment and hiring practices, appraisal systems, promotions, recognition, training and career development programs. We seek to resolve workplace conflicts in a prompt, impartial, confidential, nondiscriminatory, and constructive manner, without fear of reprisal. We encourage all BPA employees to use the informal EEO counseling process, and/or the Alternative Dispute Resolution (ADR) Program as a valuable tool in resolving disputes. You must contact an EEO counselor within 45 calendar days of whatever incident occurred that causes you to believe that discrimination occurred.

Every employee is responsible for acting professionally and not participating in discriminatory or harassing behaviors that offend, intimidate, or interfere with the work performance of others. Any person who believes he or she has been the subject of harassment or observes such conduct should report the matter to anyone in their chain of supervision and/or to the EEO office. All managers and supervisors are responsible and accountable for acting promptly to prevent, document, correct and eliminate discrimination and harassment. Managers and supervisors who have knowledge of an act of possible discrimination, harassment, or retaliation should contact the EEO office.

Additional information regarding discrimination, harassment and retaliation is available on the BPA intranet at the Civil Rights and EEO web site and BPA Manual Chapter 400/713C contains BPA's Equal Employment Opportunity and Non-Discrimination Policy. Please feel free to contact the BPA Civil Rights and EEO Office for other assistance as needed.

As a federal entity, BPA is stronger, more credible, and more effective when our workforce reflects the experience, judgment, and energy from individuals from diverse backgrounds. We have an affirmative responsibility to comply with all laws, regulations, and Executive Orders which promote EEO, diversity and inclusion. All managers and supervisors are encouraged to increase the participation of underrepresented groups through effective outreach and recruitment. Affirmative employment is an integral part of our diversity goals, and managers and supervisors are accountable for our success. We need a fully engaged workforce to meet our stakeholder and constituent expectations.

Thanks in advance for your efforts as we work together to ensure equity of opportunity at BPA.

Elliot E. Mainzer
Administrator and Chief Executive Officer

Attachment:
Equal Employment Opportunity, Harassment, and Retaliation Policy memorandum
from Secretary of Energy, Ernest Moniz

**The Secretary of Energy**
**Washington, DC 20585**

December 31, 2013

MEMORANDUM FOR ALL DEPARTMENT OF ENERGY EMPLOYEES

FROM: ERNEST J. MONIZ

SUBJECT: Policy Statement on Equal Employment Opportunity, Harassment and Retaliation

A workplace without barriers to success is an essential element of our culture of respect, and a key to our success. Equal employment opportunity (EEO) is not only the law, but a fundamental business practice which helps us to achieve our mission of growing our Nation's economy, enhancing national security, and protecting the environment.

I am personally committed to equal employment opportunity and ensuring that the Department of Energy maintains a workplace free from any and all forms of prohibited discrimination, harassment (sexual and non-sexual), and retaliation.

***Discrimination***

Equal employment opportunity ensures that applicants and employees are not subjected to discrimination or retaliation (reprisal) in any aspect of employment on the basis of race, color, sex (including pregnancy and gender identity), religion, national origin, age, disability (physical or mental), protected genetic information, sexual orientation, or status as a parent. Employment-related decisions must be based on merit, and not on discriminatory factors.

***Harassment***

Harassment is any unwelcome conduct (verbal, written, or physical), based on discrimination that: (1) has the purpose or effect of unreasonably interfering with an employee's work performance; (2) creates an intimidating, hostile, or offensive work environment; or (3) affects an employee's employment opportunities or compensation. Generally, offhand comments and isolated incidents do not constitute illegal harassment; the conduct must generally be severe and pervasive. However, a single egregious event may constitute illegal harassment.

Sexual harassment is any unwelcome behavior of a sexual nature. This includes, but is not limited to, unwelcome sexual advances, requests for sexual favors, physical conduct of a sexual nature, or other similar behavior. Sexual harassment is not limited to prohibited conduct by a male employee toward a female employee; a male may also be a victim of sexual harassment. Similarly, sexual harassment is not limited to the actions of a supervisory employee toward a nonsupervisory employee; the harasser may be an agent

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of the employer, a supervisory employee who does not supervise the victim, a coworker, or a nonemployee.

***Retaliation***

Employees are entitled to report such incidents without fear of retaliation (reprisal). Retaliation is a form of discrimination where an employee is subjected to an adverse employment action or harassment, solely because he or she filed a charge of discrimination, participated in an investigation, proceeding or hearing, or took other, similar action in opposition to unlawful discrimination.

***Reporting an EEO Complaint***

Employees should promptly report any incidents of discrimination, harassment or retaliation to any management official, or directly to the EEO office at your workplace.

Employees who wish to file an EEO complaint regarding discrimination, harassment, or retaliation must contact an EEO Counselor within 45 calendar days of the date of the alleged discrimination, or 45 calendar days from the date on which they reasonably become aware of the discrimination. If a formal complaint is accepted, a prompt, thorough, and impartial investigation will be conducted. The Department will seek to protect the confidentiality of harassment and retaliation allegations, to the extent possible, and will share information only with those who have a need to know in the performance of their official duties. Furthermore, it is the responsibility of the Department to address matters before they reach the level of severe and pervasive harassment, with the goal of preventing harassment before employees have been subject to actionable harm. Accordingly, the Department may choose to conduct an inquiry into the matter, even in the absence of an equal employment opportunity complaint.

Any employee of the Department of Energy who engages in discrimination, harassment, or retaliation in violation of the law or of this policy is subject to disciplinary action, which may include suspension or dismissal. Managers who have knowledge of an act of possible discrimination, harassment, or retaliation should contact their local EEO or Human Capital Office, or the DOE Office of the Ombudsman, for guidance. Managers must act promptly and appropriately to eliminate and prevent discrimination, harassment, and retaliation in the workplace.

***Equal Employment Opportunity and Our Mission***

Our mission is critical to our Nation. Together, we can ensure that every individual at DOE has an equal opportunity to contribute to our success, in an environment free of discrimination, harassment, and retaliation.

For more information regarding discrimination in the workplace, or information on how to file an EEO complaint, go to http://energy.gov/diversity/services, and click on "Protecting Civil Rights."

# Appendix 6

### 400/713C.1 PURPOSE

This chapter establishes Bonneville Power Administration's (BPA's) equal employment opportunity and nondiscrimination policy which implements and assures compliance with Federal nondiscrimination laws, regulations, merit system principles, and related U.S. Department of Energy orders and policies.

This policy is founded on the following principles:

1. BPA employees work in an environment that fosters equal opportunity for all to reach their full potential.

2. BPA business needs, coupled with individual performance and productivity are the determining factors that guide management's employment and personnel decisions.

3. Management-based employment and personnel decisions are not compromised by personal biases that hinder sound judgment and adversely affect our work environment.

### 400/713C.2 DEFINITIONS

A. **Equal Employment Opportunity (EEO)** means that all individuals must be treated equally in the hiring process, in training, in promotions, and in employment decisions. Each person has the right to be evaluated as an individual on his or her qualifications without discrimination based upon protected characteristics.

B. **Diversity** is defined as the human differences and similarities such as language, ethnicity, race, lifestyle, talent, education, background, life experience, culture, disability, age, class, and other unique characteristics. A diverse environment is one that embraces diversity of thought, is inclusive, and promotes innovation and creativity.

C. **Discrimination** is treating individuals or groups less favorably than others in job-related matters, when an otherwise neutral policy and/or practice has a disparate impact on an individual or a particular group and/or because a decision is based on one or more protected characteristic.

D. **Job-related matters** are the terms and conditions of employment including, but not limited to, appointment, selection, work assignments, training, awards, advancement and promotional opportunities, reassignments, leave, details or temporary assignments, and performance evaluation appraisals.

E. **Genetic Information** includes information about genetic tests of applicants, employees, or their family members; the manifestation of diseases or disorders in family members (family medical history); and requests for or receipt of genetic services by applicants, employees, or their family members.

F. **Harassment** is adverse treatment based on an employee's race, color, sex (with or without sexual conduct), religion, national origin, age, disability, genetic information, or because the employee opposed job discrimination or participated in an investigation or complaint proceeding under the EEO statutes. Conduct must be sufficiently frequent or severe to create a hostile work environment or result in a "tangible employment action," such as hiring, firing, promotion, or demotion.

G. **Sexual harassment** is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment or unreasonably interferes with an individual's work performance. This includes quid pro quo, which is when an individual's submission to or rejection of sexual advances or conduct of a sexual nature affects employment decisions such as promotions, transfers, raises, etc.

H. **Hostile work environment harassment** is defined as unwelcome comments or conduct based on a person's sex, race, or other protected characteristic which unreasonably interferes with an employee's work performance or creates an intimidating or offensive work environment.

I. **Protected characteristic** is defined as a person's race, color, sex, national origin, religion, age (40+), disability, sexual orientation, and/or genetic information.

J. **Sexual orientation** is defined as homosexuality, bisexuality, or heterosexuality, whether such orientation is actual or perceived.

K. **Sexual orientation discrimination or harassment** is adverse treatment directed at persons who are gay, lesbian, bisexual or transgender, who are perceived to be gay, lesbian, bisexual or transgender or who associate with persons who are gay, lesbian, bisexual or transgender.

L. **Retaliation occurs** when an employment or personnel action is taken against an individual for filing an EEO informal or formal EEO complaint of discrimination, participating in a protected activity, or otherwise opposing discrimination.

**Protected activities** include seeking or participating in the EEO Counseling process; filing a formal EEO complaint; serving as a witness in an EEO investigation or at a hearing; informally protesting discriminatory employment practices; making complaints to management of perceived discrimination; writing critical letters about or protesting discrimination by industry or society in general; or expressing support of co-workers who have filed formal EEO complaints. A protected activity can also include requesting a reasonable accommodation based on religion or disability.

### 400/713C.3 POLICY

It is the policy of the Government of the United States and BPA to promote and maintain equal employment opportunity for all its employees and job applicants, and to prohibit discrimination in all aspects of agency personnel policies, operations, working conditions, and relationships with employees and applicants, including, but not limited to recruitment, hiring, retention and merit promotion. BPA policy protects against

retaliation for participating in the EEO process or for opposing any unlawful practice, and promotes programs of affirmative recruitment and employment at all levels of the organization along with the right to work, compete, and advance on the basis of merit, ability and potential. BPA complies with, and will implement to the full extent, all applicable laws and regulations that promote equality of opportunity.

BPA prohibits all forms of harassment. BPA managers and supervisors are responsible for preventing, documenting and promptly correcting harassing conduct in the workplace. Employees are encouraged to report incidents of harassment.

BPA's managers and supervisors shall make employment decisions based upon merit. They shall not use non merit factors of race, color, religion, sex (male/female, sexual harassment, and/or pregnancy), national origin, age (40+), disability (physical/mental), genetic information (GINA), sexual orientation, retaliation or other bases prohibited by applicable law or statute to make employment decisions.

BPA adheres to Presidential Executive Orders and other laws designed to protect federal employees including the prohibitions against discrimination based on political affiliation, status as a parent, marital status and/or veteran status.

Discrimination, harassment, and/or retaliation is not acceptable and any employee, manager, supervisor or executive engaging in discrimination, harassment and/or retaliation is subject to disciplinary action, including termination from government service.

### 400/713C.4 LOCATIONS COVERED

This policy applies to all BPA work environments, including the areas in and around BPA buildings, facilities, fitness centers, vehicles, food service areas, break locations, day-care centers, and any other areas or conveyances where BPA employees work or where work-related activities occur, including official travel.

### 400/713C.5 RESOURCES

A. **BPA employees may seek information from any of the following resources** in any order they choose:

1. Any BPA management official (supervisors, managers, executives and/or strategic business partners)
2. Any member of the Civil Rights and Equal Employment Opportunity Office staff: (503) 230-4725 or (800) 305-7341
3. An EEO Counselor: (503) 230-3451 or (800) 631-1931
4. The Alternative Dispute Resolution Coordinator or The Dispute Resolution Message Line: (800) 631-1931

5. The Employee Assistance Program : Call or visit Providence Health Services EAP at (503) 215-3561 in Portland, or (800) 255-5255 outside the Portland area
6. A Union Steward
7. BPA Ombuds (not available to AFGE union members) (800) 798-7616
8. HR Help (503) 230-3230

**B. Applicants for employment may seek information from:**

1. Any member of the Civil Rights and Equal Employment Opportunity Office staff (503) 230-4725 or (800) 305-7341
2. An EEO Counselor (503) 230-3451 or (800) 631-1931
3. HR HELP (503) 230-3230
4. Any BPA management official (supervisors, managers, executives and/or strategic business partners)

### 400/713C.6 COMPLAINT PROCESS

Any situation perceived as discrimination, harassment and/or retaliation for using the EEO process or opposing a discriminatory action or event must be brought to an EEO Counselor **within 45 calendar days** of the alleged discriminatory, harassing or retaliatory action and/or event. Completion of informal EEO Counseling is required before a formal EEO complaint of discrimination may be filed. A reasonable amount of excused absence, with management discretion and approval, is granted to pursue informal EEO counseling and for the processes associated with formal EEO complaints of discrimination.

### 400/713C.7 PENALTIES

**A.** Any federal employee, manager, supervisor, or executive, engaging in discrimination, harassment and/or retaliation is subject to appropriate disciplinary actions which may include termination from government service.

**B.** Contractor personnel engaging in discrimination, harassment and/or retaliation face disciplinary action which is determined and carried out by the contracting organization.

### 400/713C.8 REFERENCES

**A.** Title VII, Civil Rights Act of 1964, as amended

**B.** Civil Rights Act of 1991

**C.** Rehabilitation Act of 1973, Sections 501 and 505, as amended

**D.** Equal Employment Opportunity Act of 1972 (P.L. 92-261)

**E.** Fair Labor Standards Act of 1974 (P.L. 93-259)

**F.** Age Discrimination in Employment Act of 1967, as amended

**G.** Civil Service Reform Act of 1978 (P.L. 95-454)--Merit System Principles and Prohibited Personnel Practices

**H.** Equal Pay Act of 1963, as amended

**I.** 29 CFR 1614, Federal Sector Equal Employment Opportunity

**J.** Equal Employment Opportunity Commission (EEOC) Management Directive 110--Federal Sector Complaint Processing

**K.** EEOC Notice: 915.002, Dated 6/18/99, Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors

**L.** EEOC Notice: N-915-050, dated 3/19/90, Policy Guidance on Current Issues of Sexual Harassment

**M.** Executive Order 13087, Sexual Orientation, dated May 29, 1998

**N.** Title II of the Genetic Information Non-Discrimination Act of 2008 (GINA) (effective November 2009), EEOC published final regulations on November 9, 2010

**O.** 29 CFR 1607, Uniform Guidelines on Employee Selection Procedures

**P.** Executive Order 11246, Part II, Equal Employment Opportunity--Nondiscrimination in Employment by Government Contractors and Subcontractors

**Q.** 41 CFR 60, Office of Federal Contract Compliance Programs Equal Employment Opportunity

**R.** BPA Manual Chapter 400/752A, BPA Harassment Free Workplace Policy

**S.** BPA/CPTC Collective Bargaining Agreement

**T.** BPA/CPAEC Collective Bargaining Agreement

**U.** BPA/Professional Collective Bargaining Agreement

**V.** BPA Personnel Letter 630-1-04, Excused Absences (Administrative Leave) Procedures and Requirements, See IV. Non-discretionary individual excused absences; F. Equal Employment Opportunity Activity

**W.** BPA Personnel Letter713-01, Disability, Race/National Origin, and Sex Identification

**X.** BPA Personnel Letter 720-01, Equal Employment Opportunity (EEO) Collateral Duties

**Y.** BPA Personnel Letter 752-02, Guidance on Violent and Threatening Behavior in the Workplace

**Z.** BPA Personnel Letter 752-03, Harassment-Free Workplace Guidance

**AA.** BPA Personnel Letter 900-01, Policy on Alternative Dispute Resolution (ADR) for Workplace Disputes and Conflicts at BPA

**BB.** BPA Personnel Letter 900-02, BPA Reasonable Accommodation Plan

**CC.** BPA Personnel Letter 900-03, Application of Equal Employment Opportunity (EEO) Laws to Contractors

**400/713C.9 REVIEW**

This BPAM Chapter is scheduled for review in 2016.

# Appendix 7

# Training FYI

**HCM Training | Bonneville Power Administration** **Spring 2014**

*"Turn lack-luster lectures into dynamic and engaging learning sessions that get results." – Mitch Cockrum*

## Are You a Subject Matter Expert?

If you are a Subject Matter Expert and regularly deliver training, read on. Starting July 2014, NHT premiers the **BPA Master Trainer Certification Program.**

"This program equips SME trainers with a toolbox full of methods for turning lack-luster lectures into dynamic and engaging learning sessions that get results" reports BPA's Workforce Development Supervisor, Mitch Cockrum.

The program includes five days of classroom time, spread over nine months, and a bonus of three observed teaching sessions with coaching from a training expert.

### Enroll by May 30th!

Enrollment applications will be through May 30, 2014. The application packet and a full description of the **BPA Master Trainer Certification Program** can be found on the training announcement page (http://careers.bpa.gov/interest.cfm).

- Deliver with confidence
- Engage your audience
- Get results

## New Compliance Requirements

Three new and or revised compliance requirements go in to effect immediately.

**Training and Travel Costs**

Federal and OPM regulations require employees who accrue travel costs associated with attending conferences or external training to report the actual travel costs in HRmis. Failure to do so will put BPA out of compliance. Employees will only receive training credit if actual travel costs are provided within 21 days of returning from the training. Travel costs can be found in BPA's Travel system.

**Complete Training for Credit**

Employees must complete (close out) the training attendance process in HRmis **within 21 days** of completing an external conference or training event. An automatic email, including instructions, is sent to the employee after the event end date and again 14 days later.

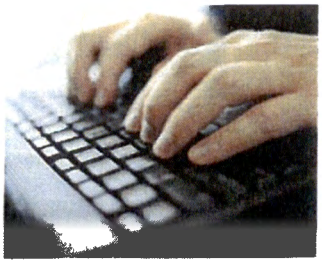
If the employee does not complete the attendance process in HRmis within 21 days of the event end, the employee transcript is marked "no show". The "no show" record cannot be reversed once the 21 days has passed.

**CSA's Required for $8,000 or 180 Hours**

Any employee development opportunity that costs more than $8,000, or requires a commitment of 180 hours or more of an employee's time, now requires a **Continued Service Agreement** (CSA) to be issued before the employee is registered for the opportunity.

Employees on a CSA are required to remain with BPA for the duration of the training program, plus 1 or more years upon completion, depending on the level of investment.

Contact HCM Training for more information.



*New manager reports*

*Easier access*

# Coming Soon: HRmis Reports for Managers

Within the coming months, HCM will be creating three new manager reports in HRmis to provide easier access to training information most frequently inquired about.

New reports include:

- Required Training by Fiscal Year (how most required training is tracked)
- Required Training by Calendar Year (how NERC CIP and Ethics is tracked)
- Diversity Not Completed (includes training started but not completed)

Once available, go to the Manager's Self-Service in HRmis, Learning and Development, and then look under Reports. An updated job aid will also be available at that time.

# Professional Licenses and Certifications

Business Justification Forms for Licenses and Certification are accepted for review and approval during the months of June and December each year. To add a critical professional license or certification to the BPA Approved List, follow the process outlined:

1. Submit a completed justification form via email to HCM Training during the month of June or December only.
2. Wait for a decision from the cross-functional Certification team comprised of HCM, Legal and Finance. Decisions are rendered, and the Point of Contact notified, during January and July.
3. When qualified employees receive or renew an approved license or certification, they first pay for it, then submit a reimbursement form and receipts to Finance (FTD-2).

For more information, refer to Policy Letter 410-03 or email HCM Training.

# Making Your Work-life Easier

NHT's Training Registration team has been busy improving processes to make your work-life easier when requesting external training. Several improvements have been made over the past 18 months and we continue to evaluate ways to continue to make the processes better for everyone. Below are just a few of the improvements you may have already experienced.

- New automated messages tell employee the status of their training request at each step of process.
- Manager approval for required training (e.g. Diversity, Performance Management for Managers) is no longer needed.
- Approving manager for training requests can now be selected by the employee should their current manager role be vacant or their manager is on leave.
- Employees now submit their own training registration that includes all the related necessary information (e.g. professional membership numbers that permit discounts in fees).

**Saving Time** on processing requests has decreased employee "touch points" by 50%. It has also increased our ability to capture group discounts and 'early bird' specials that alone netted a savings of $56.4K in FY-13. As a result of NHT's efforts, 85% of external registrations are processed within five days and many are completed within three days or less.

# Training FYI

**HCM Training | Bonneville Power Administration** **Summer 2014**

## Tell Us Your Training Needs

Tier III managers, next week you'll have the opportunity to get your voice heard by participating in a BPA-wide Training Needs Assessment. Look for a data collection tool by email on August 4.

Doing this task will give you the chance to share your training needs and priorities, while providing valuable information that we'll use to:

- Discover how you'll use your 2015 training budget to address critical skill development in your workgroup
- Identify workforce development training needs across BPA
- Determine how Learning and Development can best deploy resources and budget to address the most critical training needs at BPA. This will be published in the 2015 BPA Training Plan.

To prepare, start identifying and documenting your workgroup's 2015 training needs. This includes:

- Functional or specific technical training
- Your workgroup's required training
- BPA automated systems (e.g., HRmis, Sunflower, Asset Suite, etc.)
- Conferences
- Succession planning

This is the first BPA-wide training needs assessment since 2008, and your input will help make our 2015 BPA Training Plan as robust and up-to-date as possible. When you receive the data collection tool, **please complete it by Friday, August 22.**

**(And hey! Please note that this is a week earlier than the original reported deadline of August 29.)**

Questions? Contact Mitch Cockrum, Supervisor Workforce Development, at 503-230-3190.

## Reminder: Are Your Employees Getting the Training Credit They've Earned?

*Some employees who do the work of attending external training courses may not get the credit they've earned because they're missing the easiest step*

Some employees who do the work of attending external training courses may not get the credit they've earned because they're missing the easiest step: Completing training information in HRmis afterward.

As we mentioned in the last issue of Training FYI, this step is now required. Employees who don't do it within 21 days of completing an external conference or training event **will receive an irreversible "no show" designation on their transcript.**

Employees receive an email reminder to complete their training information in HRmis (including instructions) after the end date and then again 14 days later, yet many still aren't complying.

**You can keep this from happening!**

When an employee completes a course and you're reviewing it with them afterward, use this time to remind them to complete their training information in HRmis. And make sure they know how to do it (it's not hard, but some employees may not be trained on this step).

Contact HCM Training for more information.

# You Can Prevent No-Shows and Last-Minute Cancellations

A common scenario:

You ask an employee to complete a report for you by the end of the day. Perhaps unbeknownst to you, the employee has signed up for an all-day class and must now call and cancel, figuring he can always sign up later and use the time instead to complete the report along with other to-do's.

Here's what's so vexing about that:

- **It's a missed opportunity for co-workers**: We often have a waitlist. Last-minute cancellations or no-shows prevent us from helping others get off that waitlist and into the class.
- **It's costly for BPA**: We rely on paid vendors to do much of our training, often on a per-seat basis. That money is wasted when participants don't show up.
- **It's inefficient for us**: We spend a lot of time and effort arranging for employees' participation.

In short, last-minute cancellations and no-shows result in empty, paid-for seats that wait-listed participants can't take, as well as wasted time and effort.

Nobody wants that. The timely notification of training cancellations or changes is a shared responsibility.

How much notice? 14 days is ideal; however, 5 days is the minimum required time for us to find a replacement.

**On October 1st, we'll start charging departments for lost costs resulting from last-minute cancellations (fewer than the required 5 days) and no-shows.**

The good news is, you can prevent this. Please help employees carefully plan, schedule, and balance their learning needs with work you need them to perform. We look forward to seeing them in class!

# Fiscal Year Budget Deadline August 27th!

If you're planning to send any employee to an external training and want the cost to be allocated to your 2014 budget, the employee must be registered and paid for by August 27th!

To ensure the cost is allocated to 2014 budget, **the external registration form needs to be submitted no later than August 13, 2014!**

# Early-Bird Savings

In our last issue, we told you about some improvements the NHT's Training Registration team has made to make it easier to request external training. These include fewer barriers for manager approval and automated messages telling employees the status of their request at each step.

These improvements have resulted in significant time savings for processing requests, which in turn has allowed us to take advantage of early-bird registration specials. **The early-bird savings to date for FY14 is $51,000**!

# Appendix 8

## BPA LEADERSHIP DEVELOPMENT SYSTEM

The Talent Management Strategy identified leadership development as critical to deliver on the agency's strategic direction. The agency must ensure that it has the right number of people with the right competencies in the right positions at the right time to successfully achieve its business objectives. This can be done most effectively and reliably by building existing leadership talent, or bench-strength.

The BPA Leadership Development System meets this need.

BONNEVILLE
POWER ADMINISTRATION

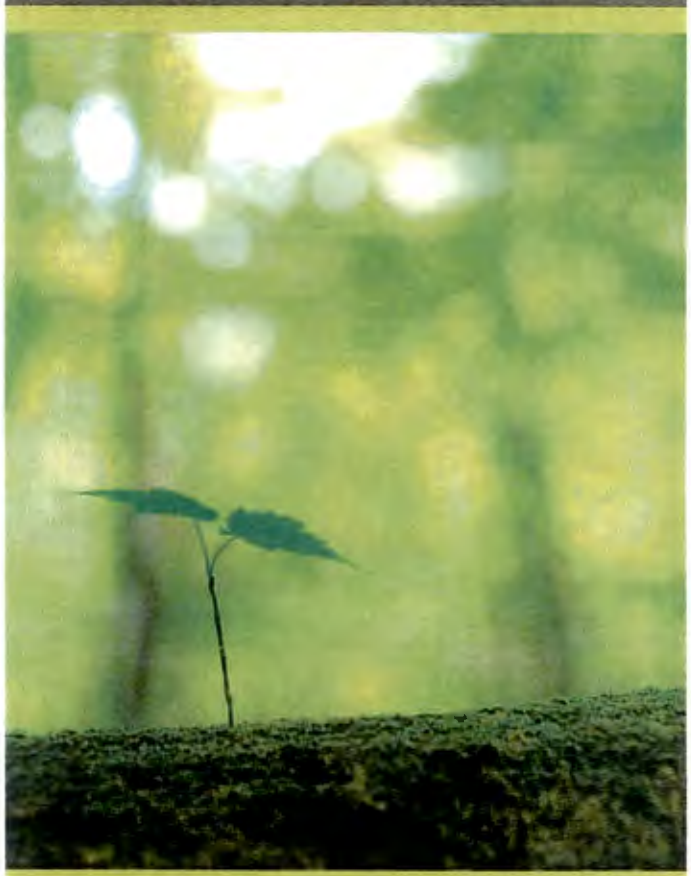
Bonneville Power Administration
Human Capital Management, NHT-1
PO Box 3621
Portland, OR 97208-3621
tel 503 230-3230
fax 503 230-3816

www.bpa.gov

Learning & Development | NHT
September 2014

BONNEVILLE POWER ADMINISTRATION

# Emerging Leader



# EMERGING LEADER

Develop your leadership skills and experience through a blend of classroom and on-the-job learning activities. Grow your professional network through peer learning partners. Gain valuable insight and skill coaching from your program mentor. Create a strategic plan for increasing your leadership readiness.

### Learning Themes:

- Know Your Destination
- Know Yourself
- Lead Yourself
- Lead Others

# PROGRAM SESSIONS

## DAY 1

### Management and Leadership

Explore different perspectives on management and leadership. Discover the secrets of human nature that drive higher performance. Learn how to lead through the ups and downs of team formation.

### Personality Type at Work

Gain insight into how and why people understand and approach the world in such different ways. Recognize how your own and other type preferences operate in the workplace.

## DAY 2

### Professionalism

Stand out from the crowd in your look, actions and work product. Find out how to demonstrate your professionalism and leadership skills in work meetings.

### Time Management

Learn to organize and schedule work tasks in a way that maximizes time value and reduces wasted time and effort.

### Situational Leadership

Learn the Situational Leadership Model for developing people. Diagnose others' development levels and choose the appropriate leadership style.

## DAY 3

### Myself as a Trust Builder

Identify your "trust busters" and strengthen your "trust boosters". Discover how to apply the four elements of trust to your own life and work situations.and BPA. Determine the actions you can take to demonstrate personal accountability and lead your team to the next level of performance.

### Transactional Analysis

Recognize different ego-states in interpersonal communications. Explore methods for establishing and sustaining constructive adult-to-adult workplace interactions.

### Moving Through Change

Understand how you can effectively experience and manage change in your life and how you can positively influence the change experience for others.

### Influencing

Develop skills and strategies for influencing others at work without the use of authority, manipulation or negative tactics.

## DAY 4

### Project Me

Take control of your path to success. Learn to think and act strategically about your professional growth. Experience how Action Learning can raise your potential and accelerate your leadership readiness.

### Finding a Mentor

Create a plan for finding and identifying a mentor relationship appropriate for your professional development needs.

### Well Being

Discover simple daily actions that create lasting positive change in peoples' lives.

**For program schedules, contact**
**HR Help, 503-230-3230**

**Diversity Training FY14**

New and Different

BPA employees have a variety of flexible options for completing their FY14 Diversity Training.

**What's new?**

- **Fewer and bigger classroom sessions in the Portland and Vancouver area**
  Each month, between 3 to 4 classroom sessions of *Let's Talk Diversity: Generations at BPA* will be open for enrollment in the Portland/Vancouver area. The session enrollment cap is now 40 participants. If you prefer classroom training, enroll early!

- **No classroom sessions scheduled outside of the Portland and Vancouver area**
  FY14 classroom sessions will not be held in the Field Office locations because of a full schedule of other mandatory training. Instead, employees in the Field Office locations may obtain their diversity training hours via one of the other approved options.

- **A change for all BPA employees**
  The required *No FEAR Act* training now counts as 1 hour toward the annual requirement of 3 diversity training hours for employees and 4 hours for managers and supervisors. Be sure to complete the web-based training when it is launched in Q1.

**What are the approved diversity training options for FY14?**

Diversity training hours may be completed using one or a combination of the following approved options.

- **Let's Talk Diversity - Classroom Option – Enroll through HRMIS #012282**
  Imagine a required training course where you have fun, get a bit noisy, and learn a lot - *without* cracking open a participant guide. That's what you can expect if you enroll in a classroom session of **Let's Talk Diversity: Generations at BPA**.

You've heard it before - people from four generations are working side-by-side at BPA. But now that generational mix is shifting - in a big way – creating new challenges and opportunities for all of us.

Each generation brings with it different experiences that shape its perspectives and values; each is in a different stage of life with its own personal and professional needs. Attracting, engaging, and retaining a diverse mix of talent in our workforce requires knowing how to leverage these differences and communicate across the generations, in respectful and meaningful ways.

Attend the session expecting to...

- Better understand generational perspectives and values in the workplace
- Discuss the trends and dynamics of the shifting BPA workforce
- Recognize inclusive practices that can motivate and engage all generations

Warning: Participants in this course may experience meaningful (and entertaining) dialogue with others.

- **Let's Talk Diversity – Cultural Events – Enroll through HRMIS**
  Diversity training credit may be given for some, but not all, Let's Talk Diversity: Cultural Events or other events for national observances (e.g. Black History Month). Approved events are decided by the EEO office based upon established criteria for receiving diversity training credit. Once an event is approved for diversity credit, enroll through HRMIS.

- **Web Based Training (WBT) – Enroll through DOE's Online Learning Center**
  DOE's Online Learning Center is a great option for employees needing the flexibility WBT offers; 1 hour modules that can be taken at any time of the day and from any location.

  Approved training classes for 2014 are:
  - Managing Workforce Generations: Working with the 21st-century Generation Mix (1 hour)
  - Communicating Across Cultures (1 hour)
  - Workplace Diversity Awareness (1 hour)
  - Managing Internal Dynamics in a Cross-functional Team (1 hour)
  - Understanding the Americans with Disabilities Act (ADA) (1 hour)

# DIVERSITY (XAT)

## A. Measure Title/Description *(measure outcome statement)*

DIVERSITY (XAT)
Increase and sustain diversity at BPA through focus on the three Strategic Diversity Objectives (SDOs) outlined in the 2013 Agency Diversity Action Plan.

1. Demonstrate Diversity Leadership (SDO #1);
2. Acquire, Retain, and Sustain a Diverse Workforce (SDO #2; and
3. Create a Positive Work Environment (SDO #3) that fosters collaboration and diverse perspectives.(Revised 9/30/13)

## B. Executive Sponsorship / Agency Accountability

1. **Submitter** (*individual completing this form*):
2. **Executive Sponsor** (*measure owner at the agency level*): Claudia Andrews
3. **Point of Contact*** (*lead agency contact*): Brian Carter
4. **Performance Scorecard Entry Contact*** (*include alternate*): Jamey Winchester (Primary) Andrew Lunding (Alternate)

** If a separate POC and/or Performance Scorecard Entry Contact has been identified for specific submeasures, please list those individuals as well.*

## C. Alignment to Agency Strategy

1. The primary Agency Strategic Objective directly supported by this Agency Target is:
   **P2 - Size Composition**

## D. Tier I Accountability

1. The **Tier I organization leading** this effort is: **N - Internal Business Services**
   *Note: The Agency Target **will** be included in the lead organization's BSC.*

2. If applicable, indicate **Tier I organizations with a direct support role.** The indicated organizations must have direct impact on this Agency Target (i.e., the Agency Target will be at risk of failure if the organization does not meet specified deliverables or milestones).

| | | |
|---|---|---|
| ☒ DB - Risk Management | ☒ KE - EF&W | ☒ P - Power Services |
| ☒ DG - Agency Governance | ☒ KS - Customer Support Svs | P Tier II: _____ |
| ☒ DK - Public Affairs | ☒ L - General Counsel | ☒ S - Corporate Strategy |
| ☒ DN - Internal Audit | ☒ N - Internal Business Svs | ☒ T - Transmission Services |
| ☒ F - Finance | N Tier II: NH_____ | T Tier II: _____ |
| ☒ J - IT | | |

3. Indicate how **support organization BSC targets** will be developed. (Lead org will use the targets defined in Section F.)

   ☒ **Standardized - Tier I business units targets provided** in Section F. (Standardized unit of measure with unique targets for each business unit; each business unit has direct impact on their performance results.)

   ☐ **Non-Standardized - Support Organizations to draft quarterly targets** defining their specific support role and accountabilities in their BSC.

## E. Background & Justification

*Please provide information addressing historical performance, current/future needs and implications, etc. justifying the need to track and report the performance of this target at the Agency level.*

### Diversity Helps Achieve Better Business Outcomes

BPA can best accomplish its mission and deliver the greatest value for its customers and constituents with a diverse and highly qualified workforce operating in a work environment that fosters inclusion and respect.

Businesses across the globe recognize that a diverse workforce and inclusive culture bring a broad base of experiences and innovative problem solving approaches to the table, which results in higher quality and better informed decisions.

Now more than ever, the energy industry is moving through a dynamic period and faces a number of significant opportunities and challenges. BPA plays a key role in uncovering comprehensive, creative and scientific approaches to affect change on a regional and national level. By leveraging a work environment that is inclusive of diverse perspectives, BPA will foster the creativity necessary to provide innovative and visionary leadership to the Northwest. An inclusive culture will also reduce costs associated with turnover, absenteeism and low productivity.

### What is diversity?

Diversity is the human differences and similarities such as language, ethnicity, races, lifestyle, talent, education, communication styles, strengths, backgrounds, life and work experiences, cultures, disabilities, age, class, and other unique characteristics. And yes, it includes the protected classes in the legal context. Diversity is about both people and the work environment. Research demonstrates that diverse groups are more innovative, flexible and productive.

### What are BPA's vision and objectives for diversity?

The Cross Agency Diversity Work Team has outlined an Agency Diversity Action Plan that seeks to forward BPA's vision for diversity: BPA accomplishes its mission by attracting, retaining and sustaining a talented workforce that reflects the diverse community we serve. We will need to take deliberate and sustained action to bring this vision fully to life. To this end, three strategic diversity objectives are identified to serve as our foundation for realizing the diversity vision:

## DIVERSITY (XAT)

- **SDO #1**: **Demonstrate diversity leadership** – Executive Board members model the diversity vision and are held accountable for achieving results against agency goals and objectives;
- **SDO #2**: **Acquire, retain, and sustain a talented, diverse workforce** – BPA will have a workforce that is representative of the diverse community it serves; and
- **SDO #3**: **Develop a positive work environment** – BPA will have an interculturally competent workforce and a work environment that is respectful, inclusive and welcoming.

**What will it take to achieve our strategic diversity objectives?**
To be successful, the action plan is a multi-year, multi-pronged, strategic focus with specific action steps and sustained investments throughout a continuum of activities (from attraction, recruitment, selection, retention and sustainment) to support the intended outcomes.

The plan is viewed as a long term organizational culture change process that is the function and responsibility of management to the point it becomes an integral part of our core way of operating our business.

Historically, the Diversity XAT has tracked the success of the diversity program with a sole focus on representation in hires. With these targets, there has been no clear line of sight between program actions and their expected influence on these targets. This year, there is a desire to drive more of a connection between the actions individual business units can drive and success on the XAT. As a result, we would like to align the XAT more explicitly to what we expect to achieve through implementation of the Agency Diversity Action Plan. To this end, the FY2014 XAT will have 3 elements that are intended to reflect movement toward each of the 3 Strategic Diversity Objectives.

Each of the 3 elements will be a measurable outcome from a high-leverage initiative under each of the Strategic Objectives.

1. Demonstrate Diversity Leadership: A major focus of the Diversity Action Plan for 2014 is to enable leadership to take a visible role in establishing BPA as an employer of choice for the increasingly diverse regional workforce and bring ideas back to the BPA workforce. To do this, the Executive Board will be asked to participate in at least one external diversity event. The external event needs to allow the leader to do one or more of the following: 1. Represent BPA for goodwill/outreach, 2. Educate participants about BPA and 3. Recruit potential future talent to BPA. In addition to this 1 external event, the Executive Board will be asked to attend an additional event, which can be either external or internal. Executives are expected to bring back ideas around diversity that can be shared with the BPA workforce.
2. Acquire, Retain, and Sustain a Talented and Diverse Workforce: Ultimately, the action items under this Strategic Diversity Objective are focused on developing a workforce that reflects the composition of the region. To do this, BPA starts by recruiting a talented and diverse pool of applicants that ultimately will reflect the diversity in pool of applicants referred to selecting officials. For FY12 and FY13, the goals had been around tracking representational targets as the leading indicator of workforce representation. While we will continue to track these targets in FY14, the Diversity Team wanted to take a different approach by developing tools that will effect the work environment in order to attract a more diverse workforce. For FY14, we have decided to develop and pilot an Ambassador Tool Kit, which we believe will assist the

Executive Board, in particular, but ultimately managers and employees in the broader BPA workforce, as well, to have meaningful engagements with diverse communities, such that members of those communities are aware of the BPA mission and interested in learning more about the organization. During Q1, we plan to establish a baseline of reported current effectiveness in engagements with the community at large by utilizing a survey while defining Ambassador Tool Kit objectives by the cross-agency team, HCM, and Public affairs in collaboration with business unit stakeholders. In Q2, the cross-agency Diversity Work team, in collaboration with Public Affairs and HCM will develop the Ambassador Tool Kit. This development will be followed by a pilot in Q3 for at least the Executive Board and 2 other focus groups, if possible. The EOY goal of this element will be to show a reported increase in Ambassador effectiveness based on tool kit compared to the baseline Q1 measure survey.

3. Develop a Positive Work Environment: Because efforts to attract, refer, and select diverse top talent will only be successful if the workforce is retained. BPA can drive this retention by providing a welcoming work environment. To help build this environment, the Action Plan sets the expectation that the workforce (both at a supervisor and an employee level) actively build their intercultural competence skills through participation in the Agency diversity offerings. Our end of year measure will be to see a sustainment in the inclusiveness index score of 3.62 or above, allowing us to assess the impact of the training.

## F. Agency Performance Targets *(quarterly and EOY)*

1. **Target Descriptions**: Use the table provided below to define quarterly green and yellow levels of performance. (Please note that "red" is recognized as the level of performance if the criteria defined for yellow (Q1-Q3) or green (EOY) are not fully met.)

| | Element 1 | Element 2 | Element 3 | Overall |
|---|---|---|---|---|
| | **DIVERSITY - DEMONSTRATE DIVERSITY LEADERSHIP**<br>Tracks participation in Leadership Outreach Activities of Executive Board members. | **DIVERSITY - ACQUIRE, RETAIN, AND SUSTAIN A TALENTED AND DIVERSE WORKFORCE (AMBASSADOR TOOL KITS)**<br>Trains and equips Executive Board members | **DIVERSITY - DEVELOP A POSITIVE WORK ENVIRONMENT**<br>Tracks organization's participation in the required diversity training offerings. | **Diversity** |
| **Quarter 1** | **Green**: BOB reviews and approves list of appropriate events by 11/15/13.<br><br>**Yellow**: BOB reviews and approves list of appropriate events by 11/30/13. | **Green**: Ambassador Tool Kit objectives defined by cross-agency team, HCM, and Public Affairs in collaboration with business unit stakeholders AND establish a baseline of reported effectiveness via survey by December 1, 2013.<br><br>**Yellow**: Ambassador Tool Kit objectives defined by cross-agency team, HCM, and Public Affairs in collaboration with business unit stakeholders AND establish a baseline of reported effectiveness via survey by December 31, 2013. | **Green**: More than 30% of federal employees attend the identified Agency diversity offerings.<br><br>**Yellow**: At least 25-30% of federal employees attend the identified Agency diversity offerings. | **Green**: The following must be met:<br>Element 1 = Green.<br>Element 2 = Green.<br>Element 3 = Green.<br><br>**Yellow**: The following must be met:<br>Element 1 = Green or Yellow.<br>Element 2 = Green or Yellow.<br>Element 3 = Green or Yellow. |
| **Quarter 2** | **Green**: Greater than 95% of Executive Board members report participating in an external or internal diversity event.<br><br>**Yellow**: At least 90-95% of Executive Board members report participating in an external or internal diversity event. | **Green**: Ambassador Tool Kit developed by cross-agency team, HCM, and public affairs by March 1, 2014.<br><br>**Yellow**: Ambassador Tool Kit developed by cross-agency team, HCM, and public affairs by March 31, 2014. | **Green**: More than 60% of federal employees attend the identified Agency diversity offerings.<br><br>**Yellow**: At least 55-60% of federal employees attend the identified Agency diversity offerings. | **Green**: The following must be met:<br>Element 1 = Green.<br>Element 2 = Green.<br>Element 3 = Green.<br><br>**Yellow**: The following must be met:<br>Element 1 = Green or Yellow.<br>Element 2 = Green or Yellow.<br>Element 3 = Green or Yellow. |
| **Quarter 3** | **Green**: Greater than 65% of Executive Board members report participating in two diversity events, with at least one being an external diversity event.<br><br>**Yellow**: At least 60-65% of Executive Board members report participating in two diversity events, with at least one being an external diversity event. | **Green**: Ambassador Tool Kit piloted with Executive Board and at least 2 other focus groups.<br><br>**Yellow**: Ambassador Tool Kit piloted with Executive Board. | **Green**: More than 85% of federal employees attend the identified Agency diversity offerings.<br><br>**Yellow**: At least 75-85% of federal employees attend the identified Agency diversity offerings. | **Green**: The following must be met:<br>Element 1 = Green.<br>Element 2 = Green.<br>Element 3 = Green.<br><br>**Yellow**: The following must be met:<br>Element 1 = Green or Yellow.<br>Element 2 = Green or Yellow.<br>Element 3 = Green or Yellow. |
| **Quarter 4/EOY** | Greater than 95% of Executive Board members report participating in two diversity events, with at least one being an external diversity event. | Feedback on Ambassador Tool Kit gathered through follow-up survey and results indicate significant improvement in reported preparedness for meaningful interactions at external community engagements.<br>OR<br>Feedback on Ambassador Tool Kit gathered through follow-up survey and results indicate necessary toolkit modifications are needed and modifications are incorporated into toolkit. | Gallup Inclusiveness Index greater than or equal to 3.62. | Elements 1, 2 and 3 are green. |

# DIVERSITY (XAT)

2. ***Methodology***: *Please document formulas, information sources, etc. pertinent to calculating or determining the performance levels in the above table.*

***Identify the source(s) for all data:*** *Data will be entered and tracked by HCM.*

***Clearly define the measurement method, evaluation criteria, attributes, and/or process that must be used to calculate the EOY and quarterly performance results.***

i. Method of Tracking/Reporting: This measure will rely on self-report. All Executive Board members that are on the rolls at the SOY through the EOY will be included. Each quarter HCM will contact organizations' liaisons for an update on participation and report for Agency in Performance Scorecard.

Number of participating Executive Board members
Total number of Executive Board members

**"Participate in external diversity event"**
Executive Board members must participate in diversity events that are not organized by BPA, The event needs to allow the leader to do one or more of the following: 1. Represent BPA for goodwill/outreach, 2. Educate participants about BPA and 3. Recruit potential future talent to BPA.

ii. The targets for Acquire, Retain, and Sustain a Talented and Diverse Workforce, are around developing, piloting and assessing the impact of the Ambassador Tool Kit.

**"Significant Improvement"**
Before we determine what significant improvement will look like, we need to establish a baseline of reported effectiveness, as laid out in the Q1 goal.

iii. Method of Tracking/Reporting: HRMIS is the system of record for training requirement completion. Approved courses that are taken on OLC2 or by other non-BPA sources, will be tracked and transferred into HRMIS. HCM will determine which trainings qualify for diversity credit using established criteria.

**"Identified Agency diversity offering"**
Any event/ training that counts toward meeting the annual Diversity Training requirement.

# Appendix 9

BONNEVILLE POWER ADMINISTRATION

# 2013–2014 Talent Management Strategy

BPA's vision is to be an engine of the Northwest's economic prosperity and environmental sustainability. BPA's actions as a bureau of the Department of Energy advance a Northwest power and transmission system that is a national leader in providing:

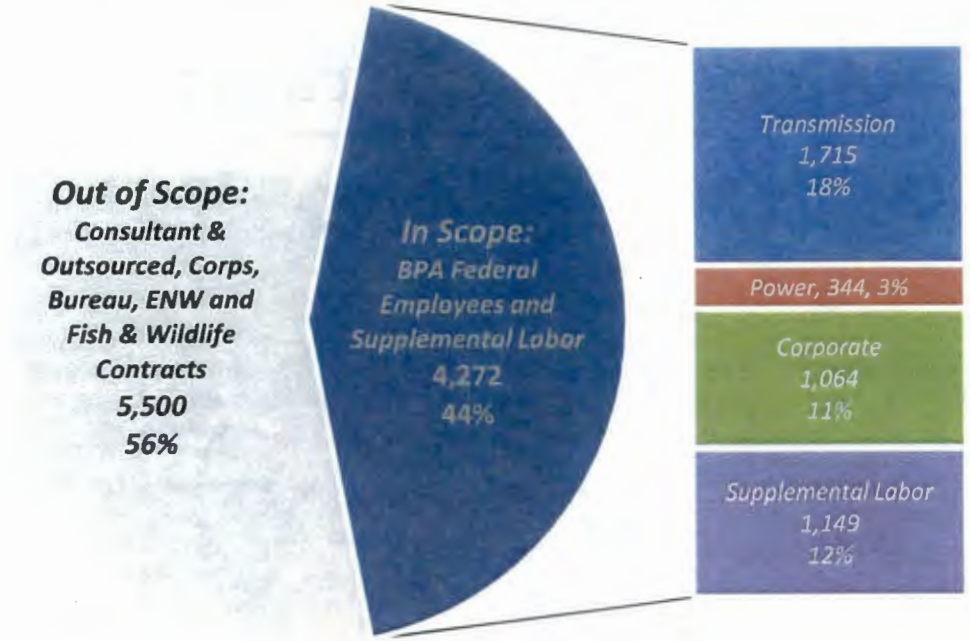
- High reliability
- Low rates consistent with sound business principles
- Responsible environmental stewardship
- Accountability to the region

To deliver on these public responsibilities through a commercially successful business, the Agency must invest in its assets. BPA's workforce makes it possible to realize the full value of its hard capital assets in the 31 dams of the Federal Columbia River Power System (FCRPS) and the 15,000 miles of transmission lines that comprise the grid. The effective management of this asset, or "talent management", is the effective identification, development, and deployment of talent across the Agency. For BPA, there are three strategic objectives for talent management: to have a workforce of the **Right Size and Composition,** with the **Right Skills and Competencies,** working in a **Positive Work Environment.** This 2013–2014 Talent Management Strategy document (also referred to as the "Strategy" in this text) provides an overview of those three objectives in the context of BPA's current strategic environment, an outline of the risks the Agency faces in achieving those objectives, and an approach to mitigate the top risks over the next 5 to 7 years.

# Scope

## Scope of the 2013–2014 Talent Management Strategy

*Size of the workforce, start of FY 2012*




**BPA Employees:** *Federal civil service employees are appointed by a federal official, engage in the performance of federal functions, and are subject to the supervision of a federal official.*

**Supplemental Labor:** *Supplemental labor is the non-federal workforce employed by a third party (staffing suppliers) but not by expert level consultant firms. Supplemental labor is the only subset of the entire contingent workforce (which includes all non-employee contract labor performing work essential to BPA activities) that is within the scope of this strategy.*

Like the 2011–2012 version, the 2013–2014 Strategy addresses two key areas: the BPA Workforce and BPA's ability to manage that workforce.

**Total Workforce:** The entire population required to deliver BPA's mission consists of approximately 10,000 individuals, with approximately 5,500 workers from organizations outside of BPA's walls, such as the Bureau of Reclamation, the Army Corps of Engineers, Energy Northwest (ENW), and third-party vendors of contract labor. The scope of the Total Workforce for the purposes of this Strategy is limited to the approximately 3,100 Federal employees at BPA and the approximately 1,100 supplemental labor workers contracted by BPA through third-party vendors. Expert/consultant labor, independent contractors, and outsourced labor will be discussed as part of the overall workforce when appropriate, but workforce risks to the BPA Strategic Objectives will be limited to those in the Federal and supplemental labor scope. Future versions of this strategy will broaden the scope of the Total Workforce to address these other sectors as BPA's understanding of these areas matures.

**Management Capability:** This Strategy considers BPA's management capabilities in terms of those provided by Agency managers and executives and by Human Capital Management (HCM), Supply Chain, and Purchasing/Property Governance organizations. In the development of future Talent Management Strategy efforts in which BPA may expand the scope of the Total Workforce beyond federal employees and supplemental labor, the scope of management capability will expand in kind to include additional organizations as appropriate.

# Strategic Context

## BPA Strategic Drivers

BPA's environment is influenced by a wide range of interconnected developments, conditions and events. There are five key drivers at the regional, national and global levels which have concrete implications for BPA:

- Difficult Economic Environment
- Climate Change Uncertainty
- Renewable Energy Growth
- Shifting Resource Conditions
- Compliance Requirements

These drivers affect the markets in which we participate, the types of generation resources that operate in the BPA Balancing Authority Area (BAA), how dams and other resources are operated, streamflow volumes, and revenues. From the perspective of the Talent Management Strategy, these drivers also have significant implications for how BPA manages its Total Workforce in a rapidly evolving industry because they have the potential to fundamentally alter the environment in which the Agency operates. BPA monitors these drivers to better anticipate and navigate the challenges and opportunities that lie ahead. In the context of the Talent Management Strategy, these drivers shape the potential opportunities and barriers to building a workforce that delivers on the BPA mission.

## Difficult Economic Environment

The region continues to experience high unemployment, elusive economic growth and cautious capital investment. Regional power loads dropped about 9 percent from 2008 to 2010, and growth is expected to be flat or slight until 2015. Given our economic environment and aging infrastructure, a continued focus on disciplined cost and asset management, low rates, capital project prioritization and access to capital is exceedingly important.

The state of the economy will have vast implications for talent management at BPA. The slow recovery means BPA will be under continued pressure to deliver low rates to the region. At the same time, BPA is likely to experience increased competition for, and shortages in, key skill sets and occupations needed for success. More specifically, BPA has evolved to require different and often more technological solutions to protect the reliability of the transmission grid, to schedule power to load, integrate new power resources, and to step up defense against cyber attacks. These solutions require skill sets that are already in high demand across the region, placing BPA in accelerating competition for talent with the technology sector as well as other players in the regional energy sector. With political pressure to drive federal employment levels and total compensation down, competing for such scarce talent will be very difficult. In addition, the sluggish economic recovery is creating a situation in which eligible BPA employees have delayed retirement, including many of the Agency's experts and leaders. While this delay has made the long-known exodus risk of the aging workforce less of an immediate concern, BPA will soon face replacing these retirees at an even quicker pace than had been anticipated prior to the recession. Overall, with a focus on cost management to deliver low rates to the region and increasing competition for scarce skill sets, BPA will face difficult challenges in attracting and retaining critical talent.

**Balancing Authority** *or "BA" is the responsible entity thot maintains load-resource balonce within a Balancing Authority Area or "BAA." A BAA is the collection of generation, transmission and loads within the metered boundaries of a BA. These definitions are per the North American Electric Reliability Corporation (NERC).*

### Tough Economy, But Fierce Competition

Even with high overall unemployment rates associated with the national economic downturn for the years following the financial crisis of 2007—2009, there are pockets of intense competition among organizations in the labor market.

For example, nationally, the IT sector workforce unemployment rate was 4.1 % at end of 2011 (the most recent time period available for occupational unemployment rate numbers), which is far lower than the national average of 8.5% or the Portland-Vancouver-Beaverton average of 8.5% at the same point in time.

This divergence in unemployment, paired with a strong outlook for tech sector workers over the next ten years indicates that certain skilled workers (i.e., IT workers) will remain in high demand and upward wage pressure will increase, meaning that BPA will face challenges to recruit and retain these workers while still controlling workforce costs.

*Source: Bureau of Labor Statistics, retrieved Sept 25, 2012; bls.gov*

## Climate Change Uncertainty

While the direction of federal climate change and energy legislation remains uncertain, neighboring California plans to launch a cap and trade platform to put a price on greenhouse gas emissions in January 2013. This will likely affect power prices and the types of new generation that are developed. Also, recent studies[1] suggest Northwest weather could continue to warm, resulting in increased river flows in winter and early spring, reduced flows in summer and potentially significant new challenges for future river operations and planning.

[1] (A) Climate and Hydrology Datasets for use in the River Management Joint Operating Committee Agencies' Longer-Term Planning Studies: Part III – Reservoir Operations Assessment: Columbia Basin Flood Control and Hydropower (BPA, Bureau of Reclamation, Army Corps of Engineers), 2011. (B) Managing Water in the West: West-wide Climate Risk Assessments: Bias-Corrected and Spatially Downscaled Surface Water Projections (Dept. of Interior, Bureau of Reclamation), 2011. (C) Effects of Projected Climate Change on Energy Supply and Demand in the Pacific Northwest and Washington State (Climate Impacts Group, University of Washington, Hamlet, et al.), 2009.

With these challenges, the entire BPA workforce must be skillful and innovative in order to continue to meet the Agency's responsibilities to the region and succeed in core operations. This will require a talent management approach that allows BPA to anticipate and proactively build and acquire the new skills needed for these emerging operational challenges while maintaining sufficient flexibility to alter the approach if necessary.

## Renewable Energy Growth

Renewable Portfolio Standards in the West continue to drive wind energy growth. This concentration of growth in the Columbia River Plateau in the BPA BAA produces large unexpected swings in aggregate generation output, which requires BPA to provide significant balancing reserves to preserve reliability. However, the ability of the federal hydro system to provide balancing reserves may be exhausted by 2013, and access to nonfederal resources may be needed.

In addition, the geographic concentration of the Northwest wind fleet enables it to make only a very small contribution to dispatchable capacity, which is the amount of power that system operators can rely upon to turn on or off at any time in order to balance system generation and load in the region. To ensure the region has adequate and accessible resources for dispatchable capacity to meet load when the wind is not blowing, and to ensure that the placement of future variable generation results in less volatile aggregate wind output across the region, BPA will need to collaborate across the spectrum of related regional stakeholders and planning organizations.

BPA will rely heavily upon the technical skills of its transmission and power generation operations workforce to solve emergent balancing challenges. Simultaneously, BPA's public-facing leaders will need to navigate an unfamiliar legal, political, and financial landscape in order to craft operating procedures that encourage renewable investment in the region while retaining the Agency's ability to deliver its mission.

## Shifting Resource Conditions

BPA's weather-dependent hydro resources create high supply uncertainty for power planning and marketing activities. High wind and high water events, combined with the need to minimize total dissolved gas levels for fish survival, are adding to the complexity of operational and policy choices. Across the region, the impacts of planned and potential coal plant retirements and concerns about the long-term availability of gas-fired generators are also shifting fundamental assumptions about the region's generation and transmission needs.

As the Agency navigates how these uncertain resource conditions play out for its revenue stream and transmission grid reliability, the workforce will need significant expertise and innovation in order to be successful. Depending on how resource conditions change the shape of the stream runoff, power generation capability, or load in the region, BPA may require different skill sets in power marketing, load forecasting, transmission operations, and power generation than it has deployed in the past. Additionally, to ensure that BPA mitigates its risk exposure through the course of these changes, strong support functions such as legal counsel and contract management will become even more important.

## Compliance Requirements

### *Endangered species responsibilities*

The federal plan for operating 31 mainstem hydroelectric dams while protecting salmon and steelhead on the Columbia and Snake rivers remains in litigation. Under the plan, flows, spills and dam operations are provided for fish spawning, rearing and migration. Uncertainty about future court action creates challenges for managing river operations and for planning future power production, cost and revenue levels. If the eventual court decision mandates that BPA take markedly different steps to protect endangered species than it has in the past, BPA will need to devote significant time and resources to planning for and executing on those actions.

### *Reliability standards*

BPA is subject to a wide range of reliability standards that have steadily increased since 2007. They are expected to continue to increase over the next several years, creating new capital and expense requirements for the Agency. Already, the increase in regulations and associated documentation is putting pressure on the transmission and governance workforce in particular. Should these regulations continue to increase as expected, it may put pressure on BPA to expand or shift workforce resources to ensure capacity to manage it.

## Corporate Strategy

In response to the key industry drivers described above, BPA is placing a heightened focus on addressing six strategic priorities for 2012–2017:

1. **Preserving and enhancing the assets and value of the generation and transmission system** are critical, especially given our aging system infrastructure, high operational demands from a new era of variable generation, and the potential for increasing carbon constraints and new market structures in the West.

2. The results of the **2014/2024 Columbia River Treaty Review** will affect the future shape of flood control, power generation and the other multi-purpose benefits of the Columbia River. As such, recommending a course of action to the U.S. Department of State for a viable Treaty strategy that has substantial support among Columbia River Basin sovereigns and stakeholders is critical.

3. Advancing **energy efficiency** provides a wide range of economic and environmental benefits to the region. It is the most cost-effective solution for meeting load growth and for mitigating greenhouse gas emissions and costs.

4. Supporting system reliability and renewable energy are fundamental regional goals. To reliably integrate the output of a growing wind fleet, it is vital that BPA **expand balancing capabilities and resources**. This includes broadening customer access to flexible balancing resources, developing new products, enhancing operational tools and increasing collaboration to support the adequacy, reliability and cost effectiveness of the regional system.

5. **Meeting our endangered species responsibilities** to protect salmon, steelhead, sturgeon and bull trout is central to BPA's environmental stewardship in the Columbia Basin. This is part of our overarching commitment to biologically effective and efficient mitigation for the impact of federal dams on fish, wildlife and tribal cultural resources.

6. To advance these priorities and accomplish the Agency's ongoing business objectives, innovative approaches and solid execution will be crucial, so we are committed to deepening **operational excellence and employee engagement** in every aspect of our business.

The 2013-2014 Talent Management Strategy outlines measures BPA will take to manage the Total Workforce so that we can be successful in all six of the Strategic Priorities. The sixth priority listed above specifically recognizes that without the workforce being completely engaged to advance the mission, BPA will not be successful in the first five.

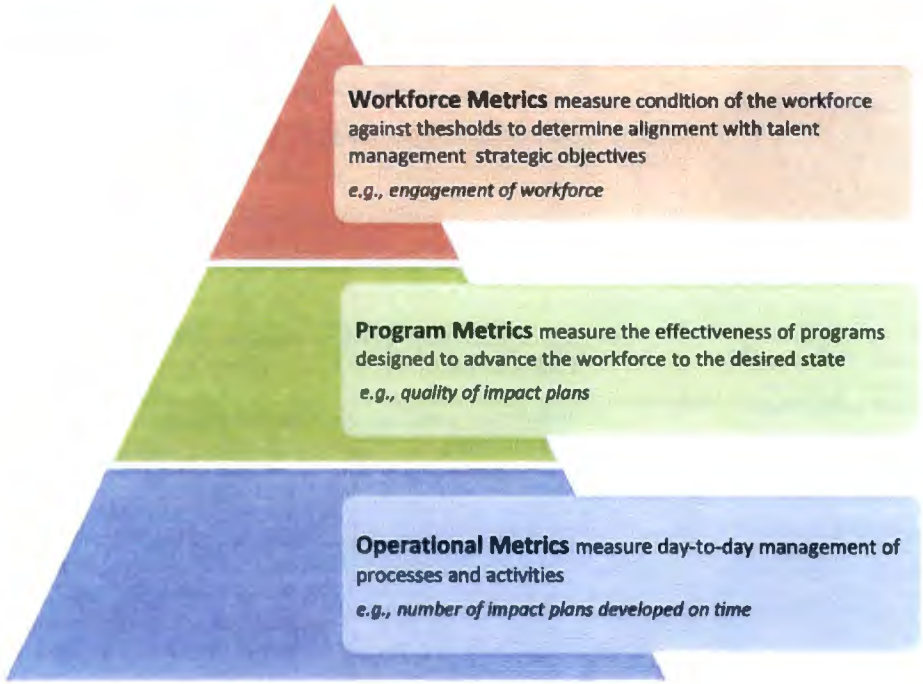
# Workforce Objectives

Given the present strategic landscape, BPA executives validated a Talent Management Strategy Measurement Framework. The metrics at the apex of the framework describe these three Workforce Objectives:

- Right Size and Composition,
- Right Skills and Competencies, and
- Positive Work Environment.

Each of these Workforce Objectives are briefly outlined below, along with the indicators that BPA leaders use to measure alignment of the workforce to these objectives. Currently, the metrics for Right Size and Composition and Positive Work Environment are more fully developed than those for the Right Skills and Competencies. Executives will continue to set the tolerances around metrics at the apex in the upcoming years as measurement matures. In doing so, BPA will gain clarity on what success looks like in these three Workforce Objectives. The Measurement Framework serves as an evolving dashboard for evaluating BPA's performance against these objectives, providing insight regarding the origins of risks to achieving them. In addition, gaps in performance in specific areas suggest appropriate treatments for mitigating risk.

## Talent Management Measurement Framework

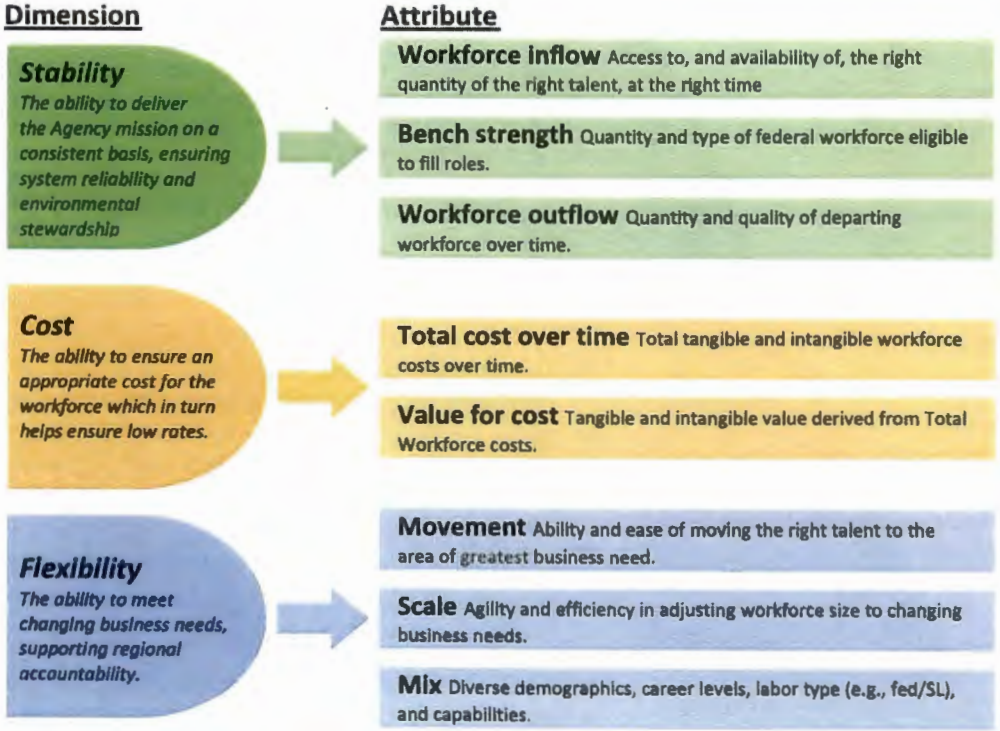



## 1. Right Size and Composition

The Right Size and Composition objective is a framework for where and how BPA deploys the Total Workforce in terms of number and type of resources, (e.g., federal versus supplemental labor). This framework shapes how BPA defines the size and composition needs of the workforce to meet its needs both now and in the future. Although the framework is well-articulated, the executives have not yet set tolerances around its defining metrics. With appropriate tolerances in place, the Agency can numerically define its size and composition needs.

Just as it did prior to the 2011–2012 Strategy, BPA faces significant variability in its workload over the near-term, driven by projects such as expansion of infrastructure, research and development efforts to advance new forecasting and modeling tools, and capital asset maintenance requirements. Moreover, BPA remains in the midst of significant political, economic, and technological change. This variability means the workforce will need to be flexible to expand and contract as needed, and its structure will need to allow for fluid movement of talent assets across business units to meet these challenges.

## Size and Composition Framework




In 2011, BPA launched a Workforce Study initiative focused on defining the Right Size and Composition objective. The Study provided structure and measurement capability for evaluating the adequacy of the Size and Composition of the Total Workforce at the apex of the Measurement Framework. While there is still work to be done to allow executives to set clear targets on this objective, this structure provides a scaffold on which to understand the Right Size and Composition of BPA today and in the future.

Within this framework, there are three dimensions, with accompanying attributes and performance indicator metrics, which together describe the facets of the Right Size and Composition objective. From a **stability** standpoint, success on this objective means reliable balance between incoming and outgoing workers such that a deep bench of employees to deploy in critical and core functions is consistently at the ready. This bench must be available to BPA at a reasonable **cost** relative to annual revenue and outlays over time, and must be in step with inflation (and not reflect payment of unknown or unreasonable premiums for labor). This bench must also reflect **flexibility** such that the agency uses the appropriate mix of federal and supplemental labor workers in a structure that is malleable enough to allow the workforce to be deployed quickly to areas of need. The target zone for metrics in each of these dimensions will vary depending on the business function.

Because the metrics of these dimensions are dynamic and interconnected, changing performance on one attribute to reduce risk may increase it in another. Thus, to achieve the Right Size and Composition for BPA, executives must first determine how to weigh these dimensions to create an appropriate balance across them, much like adjusting the legs of a tripod on uneven ground. Once the weighting of these dimensions is clear, BPA can take steps toward setting targets for where BPA should be in terms of numerical size (e.g., how many) and composition ratio (e.g., mix of federal employees versus supplemental labor).

However, the optimal balance across the three Right Size and Composition dimensions will depend on the business function. An organization with primary accountability for mission essential functions such as Transmission System Operations or Real Time Power Scheduling would emphasize Stability over Cost and Flexibility because having a stable bench is key to the reliable delivery of these functions. Alternatively, an organization like IT would prioritize flexibility and then cost over stability in order to respond quickly and appropriately to Agency needs.

In its approach to setting thresholds for Size and Composition metrics, BPA will begin with mission essential functions.[2] These functions are areas where the impact of workforce risks to BPA is highest, thus we prioritize these areas when applying strategic workforce principles. Secondly, as noted above, in mission essential functions, the balance among the dimensions is known: stability is paramount. Thus, these areas provide an appropriate starting point for these thresholds to be set.

Once the analysis has been completed for mission essential positions,[3] BPA will use the size and composition metrics framework to make decisions about other areas of the business where there is discretion to balance flexibility, cost and stability. With this information, BPA can begin to set target ranges for how many positions are needed to deliver on the mission, and how to allocate the work between federal employees and supplemental labor at an enterprise level.

For FY 2013, before these targets are developed, BPA will continue to apply strategic principles to BFTE/CFTE deployment through the current processes. First, executives will continue to evaluate workforce size and composition at a macro level to evaluate overall BFTE/CFTE deployment. Second, we have now developed a BFTE/CFTE decision guide which allows managers to consult with HCM Strategic Business Partners at a micro level to assess individual function staffing assignment decisions within a team such that the Total Workforce is optimized.[4]

[2] This activity will be part of the 2013–2014 Bench Strength Initiative, outlined in the Talent Management Strategic Initiatives section of this document.

[3] Estimated by EOY FY 2014, assuming resource availability for benchmarking

[4] This decision framework incorporates guidance from the Bonneville Purchasing Instructions (BPI), which state that BPA will follow the principles of the FAIR Act and will not engage in personal services contracts. Functions with duties involving decision-making related to strategic direction, budgeting or committing funds, or legally binding BPA should be delegated to BFTE. Core business processes or operations to BPA are generally most appropriate for BFTE. For other tasks, the dimensions of Stability, Flexibility and Cost should drive which resource to use.

## 2. Right Skills and Competencies

The Right Skills and Competencies strategic objective considers the management of two types of assets – technical skills and behavioral competencies. Successful performance is maximized through the deployment of both the correct skills and competencies.

### *A. Skills*

The skills portion of this objective refers to **what** skills are needed to accomplish BPA's mission, i.e., the technical skills and applied knowledge required to successfully meet BPA's objectives. Even without a formal measurement framework to define the skill piece of Right Skills and Competencies, BPA's strategic priorities, past Workforce Planning efforts, business unit insights, and data on hard-to-fill/high demand roles, point to a number of critical skill areas for BPA.

Many skills that will successfully position BPA for the future are the same skills that have been important for its success over the past 75 years, although they may now require updated knowledge (e.g., electrical engineering). These ***core*** skills are at the very heart of BPA's mission, and will continue to be important for years to come. They include, but are not limited to, the skills needed to perform BPA's Mission Essential functions (as defined by DOE).

However, there are areas where the skill sets are new, changing, or in enormously high demand (e.g., engineers, IT specialists). These skill sets of emerging importance (***strategic*** skills) are likely to shift as industry conditions change and BPA's role in the region evolves and will need to be updated on a more frequent basis than BPA's *core* skills.

Finally, there are ***support*** skills that help advance these *core* and *strategic* functions.

### Skill Framework

**DOE Mission Essential Functions**

**№ 23:** Market and deliver federal hydroelectric power at the lowest possible cost.

**№ 24:** Deliver federal power to load in a reliable manner.

### *B. Competencies*

The competencies portion of the Right Skills and Competencies objective refers to the behaviors that BPA workforce members need to perform work effectively. These are referred to as **how** the work gets done. In 2012, BPA used its core values as a foundation to build core competencies for the Agency. These core competencies are based on the behaviors executives would like to see demonstrated in the workforce, and they are articulated at the employee and manager level. The manager competencies, for example, are an integral part of how BPA develops its leaders in the Leadership Development program. The core competencies provide the foundation for the competency side of the equation, and drive Agency-wide strategic alignment to the Right Skills and Competencies objective.

Importantly, the fungibility of these skills and competencies across business units is key to shaping a workforce with the Right Skills and Competencies overall, and hence it is critical to BPA's success in meeting business objectives. With a greater ability to track and measure these skills in the workforce than exists today, BPA will be able to deploy resources from across business-lines to tackle emergent issues.

For FY 2013, we are integrating these core competencies into the talent acquisition process and performance appraisal systems for employees and managers. However, to fully understand this objective, the Executives need to answer the following questions about both skills and competencies: a) What does BPA need? and b) What does BPA have? While BPA has identified fundamental behavioral attributes through the core competencies, the Agency needs more understanding about its critical skill sets. In particular, to measure the condition of the workforce on this objective, BPA needs integrated data and a better way to measure how many employees possess a given critical skill and to what proficiency level, as well as the capability to track movement of employees with critical skills and competencies within the Agency. In FY 2013, HCM plans to lead a second Workforce Study to fully answer the two questions mentioned above.

**Core Competencies Framework**

| | | | |
|---|---|---|---|
| **Agency Core Competencies** | • Focus on service<br>• Take personal accountability | • Foster collaboration<br>• Leverage diversity | • Drive for Results<br>• Initiate continuous improvement |
| **Additional Manager Core Competencies** | • Build high performing teams<br>• Engage people | • Build strong relationships<br>• Act with self-awareness | • Act strategically<br>• Plan and execute work |
| Built on the foundation of BPA's core values: | **Trustworthy Stewardship** | **Collaborative Relationships** | **Operational Excellence** |

## 3. Positive Work Environment

The Positive Work Environment strategic objective is defined as the actualization of the Employee Value Proposition (EVP). The EVP describes the desired type of environment in which high performing employees thrive. When there is alignment between employees' desired environment and their actual experience, employees are more likely to be engaged. Engaged employees are more productive and safer, thereby increasing an organization's likelihood of achieving its business objectives.

BPA started the process of defining the desired environment in 2009 when the Executives partnered with Gallup Consulting to create our EVP, which is structured like a social contract (on page 11).

BPA expects employees to demonstrate certain behavior and likewise BPA offers positive experiences in order to create the desired environment. Both sides of the relationship must be upheld to make the EVP a reality. For example, BPA is committed

to providing meaningful, challenging and interesting work to employees, but expects employees to take personal responsibility and accountability to produce high quality results when performing that work. The type of employee to prosper in this work environment is one that likes to be challenged and feels responsible for his or her work output.

As a result, total alignment with the EVP starts with selecting the people who will thrive in this environment, and continues with its reinforcement through day-to-day activities such as performance management practices, development priorities, and talent sustainment practices. For example, one of the ways employees experience the EVP is through core competency efforts. Core competencies describe desired employee behavior based on the EVP, such as the behavioral competencies *Foster Collaboration* and *Leverage Diversity*, which both support the EVP element of fostering a high performing, collaborative and diverse workplace. These behavioral competencies are selected for, and then developed and performance managed, thereby influencing employees' experience at all stages of the employee lifecycle. There are also less traditional ways of encouraging better collaboration and creativity, such as redesigning work space and implementing technology systems. These concepts are currently being explored under the Work Solutions pilot project.

A clearly defined work experience that aligns expectations with reality engages employees. In order to assess the engagement of the workforce, BPA uses Gallup's Engagement Index. This index provides a measure by which to evaluate the health of our positive work environment strategic objective – if BPA has been successful in making the right selections and managing performance and development to advance the EVP, employee engagement should rise.

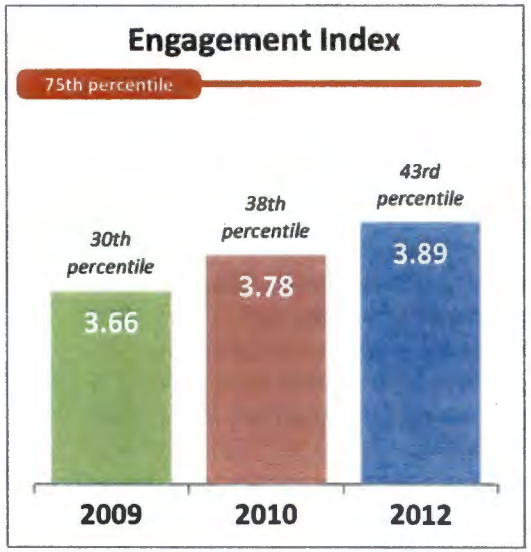
BPA's results are normalized within Gallup's large database of engagement scores for many organizations, resulting in percentile rankings overall and on each question. The Employee Engagement tool thus provides an indicator of BPA's current state on the

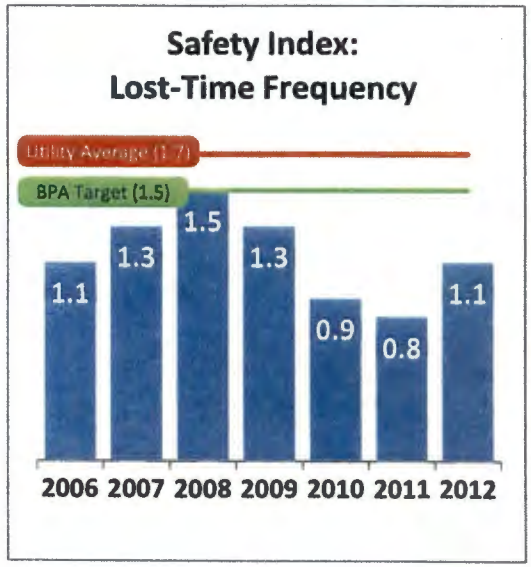
## Employee Value Proposition

Positive Work Environment objective, where successful performance means being in the 75th percentile of Gallup's database.

The last three administrations of the Engagement Index have shown a relatively steady increase in overall mean, putting BPA above the 50th percentile compared to utilities and government agencies, but BPA is still below the 50th percentile against the Gallup database. While we have seen a meaningful change over the last three administrations, there is a still a gap between where BPA is today and the desired state.[5]

[5] The current state versus desired state gap is discussed in the following section as part of the Risks to Achieving the Workforce Objectives. Please refer to page 18.

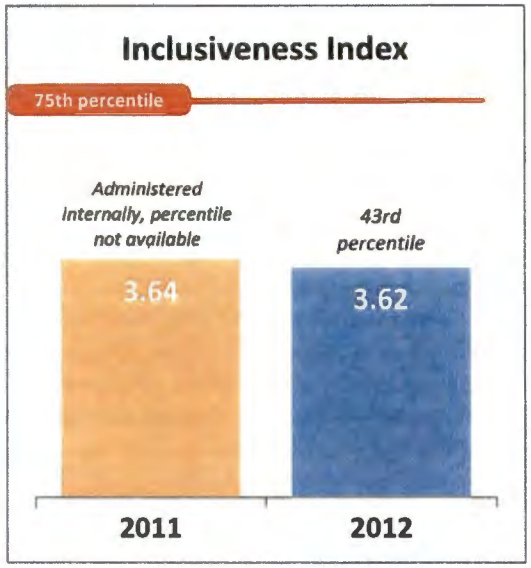



There are two foundational elements of the EVP that BPA believes are so critical that they are highlighted and measured in addition to the engagement index. These elements are **inclusiveness** and **safety**. Fostering an inclusive workplace that nurtures diversity across all categories of people is also a tenet of the Agency Diversity Strategy. An inclusive work environment is one that is respectful of differences among people, welcoming for people of all backgrounds, and leverages the diversity among individuals to increase engagement, productivity, safety, and synergy to achieve business objectives. In order to gain insight into this part of the EVP, BPA started measuring and setting targets around Gallup's Inclusiveness Index in 2011. Between 2011 and 2012, BPA experienced no meaningful improvement on this aspect of the Positive Work Environment objective.[6]

BPA also measures safety as an indicator of its alignment to this objective and hence the EVP. In the spirit of continuous improvement, both employees and management are accountable for being vigilant to hazards to ensure a safe place to work. It is only on the foundation of safety that the EVP can be fully realized. Though BPA's safety record (as measured through lost-time frequency rates) consistently ranks among the best in the industry, accidents and injuries do still occur. As a result, the training, measurement, guidance, and support of BPA's safety program through the Safety Office is critical to alignment with this workforce objective.

For FY 2013, BPA will continue to leverage existing tools to define and realize the EVP in the engagement, inclusiveness and safety realms. Now that the Agency has accomplished the preliminary work of defining the Positive Work Environment through the EVP, BPA must retain its forward momentum in this area. On the engagement side, managers and executives will continue to guide workgroups through the impact planning as a way to initiate positive change in the work environment. On the diversity and inclusion side, the Cross Agency Diversity Team will continue to identify high-impact activities to advance the Agency Diversity Strategy goals.




[6] The current state versus desired state gap is discussed in the following section as part of the Risks to Achieving the Workforce Objectives. Please refer to page 18.

## Risk Context

Through in-depth collaboration across BPA, the executives and business unit leaders analyzed workforce risks as they relate to the Talent Management Strategic Objectives, taking account of the Corporate Strategy Priorities and Strategic Drivers. Business unit leaders and executives used data and enterprise-level strategic context to assess the impact and likelihood of these risks to the three Talent Management Strategic Objectives to determine the Top Talent Management Risks. The Top Risks are so labeled because they represent the most significant barriers to achievement of the three Strategic Objectives, and they may align to more than one objective. The areas of Top Risk are places where BPA needs to change its approach to shape the workforce toward achieving the Talent Management Strategic Objectives. The executives used these Top Risks to prioritize the initiatives for the Strategy for 2013–2014.

The risks to the Talent Management Strategic Objectives must be taken not only in the context of BPA's Strategic landscape, but also in the context of the evolution of Talent Management at the Agency. Because the Strategy takes a risk-informed approach, the Top Risks outlined below represent the current state of the Talent Management picture at BPA, and are subject to ongoing monitoring and reevaluation by the Business Operations Board (BOB). Moreover, the absence of a given focus area does not indicate lack of importance or connection to the Strategic Objectives. Indeed, there are a number of areas where BPA is a top performer compared to many organizations (e.g., in both the Safety and Wellness aspects of Positive Work Environment), indicating that the existing approach is effective.[7] Agency resources (management capability and HCM programs) will shift as the Strategy is updated to manage the most pressing risks.

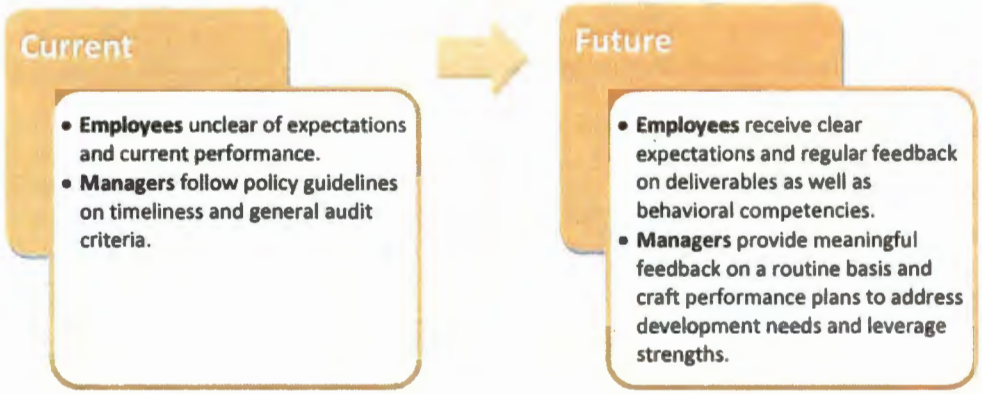
[7] Refer to the Program Maturity Model in Resource Library for more information on how our Talent Management Programs (with both HCM and Management accountability) are working to shape the workforce toward the three Strategic Objectives.

## Top Risks: Identification of Priorities for 2013-2014

There are three Top Risks that BPA must prioritize resources to manage in 2013–2014.[8] Each risk is outlined on the following pages, along with its connection to relevant Talent Management Strategic Objectives, and evidence for its likelihood and consequence to BPA.

[8] HCM and cross-Agency stakeholders developed the 2011–2012 Talent Management Strategy Risks, according to the ISO 31000 Risk Management Standards endorsed by Enterprise Risk Management. Now two years later, HCM led the effort to evolve the Agency's understanding of the same set of risks with enhanced business-line input, an updated understanding of the strategic context in which BPA operates, and more data to speak to the state of the workforce in terms of the three Talent Management Strategy Objectives.

## Risk Mitigation Maturity: Managing Performance




1. ***Managing Performance:*** The Agency's leadership does not consistently manage federal employee performance.
   - **Sub-risk A:** Inadequate management of performance results in the erosion of workforce productivity, quality, and engagement.
   - **Sub-risk B:** Inadequate prioritization results in suboptimal workforce performance.

Although the 2011–2012 Strategy identified Performance Management as a priority risk, it has not yet been fully mitigated and remains a priority for the 2013–2014 Strategy. Fortunately, BPA employs an abundance of talented individuals who are committed to public service, which makes this an area of great opportunity for BPA. In order to harness the power of the workforce to achieve business objectives, it is critical that performance management is consistent and effective. Looking at the metrics that form the apex of the Measurement framework, there is evidence that this continued risk impacts all three Strategic Objectives, especially Positive Work Environment and Right Skills and Competencies. From the Positive Work Environment perspective, employee engagement is still low at the foundational level, compared to other companies in the Gallup database, meaning BPA's performance is below average when it comes to providing for employees basic engagement needs. Specifically, according to the 2012 employee engagement survey data, employees are not consistently aware of management's expectations, their individual progress against those expectations, nor do they feel they are sufficiently recognized for doing good work. Not only are these findings evidence of risk to the Positive Work Environment objective, but they also have negative spillover effects on the Right Skills and Competencies strategic objective, indicating skills and competencies of the workforce are not deployed and tracked effectively to achieve business objectives.

Moreover, risk mapping data from prioritization focus groups with management and feedback from our Leadership Essential cohorts indicate that Agency goals are not well integrated with employee performance expectations, nor is performance consistently measured by clear criteria. Leaders expressed anxiety that such performance management shortcomings would result in a failure to successfully execute priority work to accomplish business objectives. This finding impacts the Right Size objective as well: when performance goals do not align with BPA priorities, the failure to accomplish this work leads people to assume there are not sufficient numbers of workers to do it, when at times it is more a failure to focus on priorities first.

Low and misdirected performance would have profound cost implications, in addition to potentially jeopardizing the reliability of the grid and overall operational excellence. Data from the Cost dimension of Right Size and Composition indicate that even if an average of just 5% of employees' work hours are misdirected due to performance management shortcomings (e.g., due to re-work or performing tasks misaligned to company goals), then BPA would be wasting more than $18 million annually in salary, leave, and benefits for federal employees.

Because this area represents a tremendous opportunity for BPA, this risk remains a priority for 2013–2014, but the activities implemented since the 2011–2012 Strategy are having an effect.

For example, BPA has implemented the following activities to strengthen the workforce in this area:

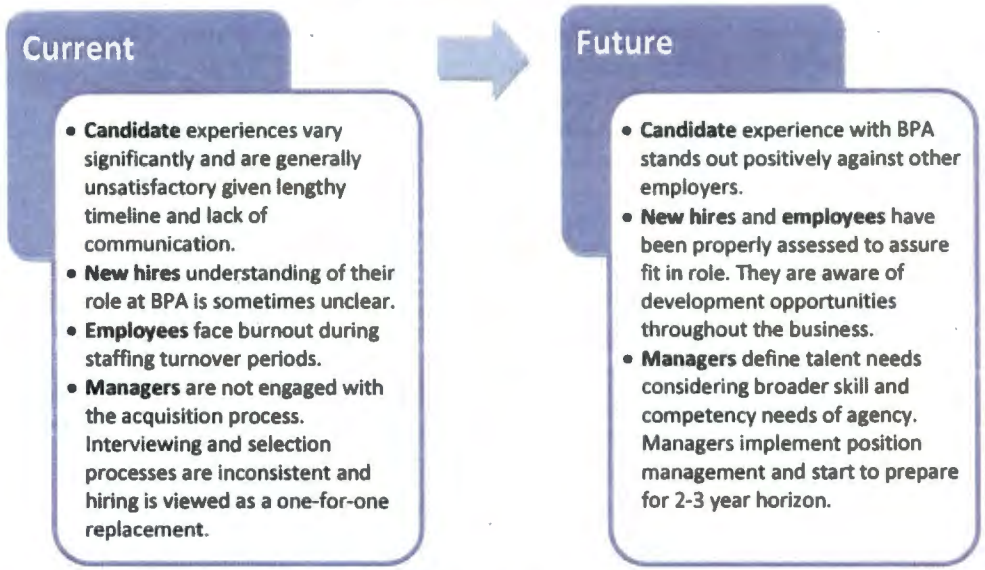
1. Enhanced visibility of performance management tools through outreach by Employee Relations staff and manager development training through Leadership Essentials (LE) has begun to change the culture at BPA such that managers are more proactive in addressing performance issues early on. For example, leadership development programs such as Leadership Essentials and Leadership Forum have delivered important performance management training to managers, highlighting the tools managers can deploy to drive high performance in the workforce and address performance issues. Already, managers from these cohorts are showing greater willingness to engage in the performance management process (e.g., through Performance Improvement Plans to remedy poor performance) than non-attending LE managers. They are also more likely to have led their teams through a successful impact planning process and to have experienced higher engagement levels. Such findings indicate that management may now have the right tools and leadership support toward building a better performance management culture.
2. During FY 2012, Transmission Services launched an effort to evolve the culture of prioritization to a more sustainable state. The Transmission executives committed to instilling the 4 Disciplines of Execution™ in their organization. This framework provides a path to move from a culture that simply appends new activities on contracts to one that prioritizes activities according to strategic impact. After this training is evaluated for effectiveness within Transmission, the Agency may find it useful to expand this method of prioritization to all business units.
3. As part of the 2011–2012 implementation of the Strategy, BPA created greater accountability around performance management with a Key Agency Target (KAT) that Performance Plans are developed on time and meet three criteria: they align with strategy, they are results oriented, and they are measurable. Even though the Agency missed the KAT in this area for 2012 because a sufficient number of manager performance plans were not turned in on time, standardizing the approach to setting performance expectations helps to start mitigating this risk. In addition, the increasingly widespread use of performance calibration sessions to standardize performance ratings within management teams creates greater consistency and understanding of the system.

Because BPA still has work to do in establishing a consistent and effective performance management culture, this risk remains above the threshold of acceptability and will continue to be a focus for FY 2013 – 2014. During this time period, BPA will develop additional Performance Management capability through improved workforce metrics, as well as maturation of HCM programs and broader management capability.

## Managing Performance: Q12 Indicators

*BPA's 2012 Survey results within the Gallup Overall Database*

## Risk Mitigation Maturity: Access to Talent




2. ***Access to Talent:*** The Agency continues to be challenged in efficient Talent Acquisition.

   - **Sub-risk A:** Significant time to acquire federal employee talent results in a loss of good candidates and inappropriate use of supplemental labor.
   - **Sub-risk B:** A cumbersome application process results in a loss of good candidates.
   - **Sub-risk C:** In some occupations and grades, uncompetitive compensation results in an inability to attract top talent.

Access to Talent was, like Performance Management, identified as a risk in the 2011 – 2012 Talent Management Strategy, but because the risk to the objectives has not been fully mitigated, it remains a priority risk for the 2013– 2014 Talent Management Strategy.

Evidence for how this risk is impacting business objectives is perhaps most acutely felt in the Agency's lengthy Time-to-Hire process for federal employees. Although the addition of a permanent Talent Acquisition workgroup manager, staff up-skilling, and process improvements have certainly driven this number down since the 2011–2012 Strategy (from 131 at the end of FY 2011, and to 102 at the end of FY12), it is still significantly longer than the OPM target of 80 days or the Supplemental Labor Time to Hire of 44 days (average for FY 2012). Driving this lengthy timeline has been a cumbersome, paper-based application process that is both frustrating for applicants and managers, and time consuming for Talent Acquisition staff and the Subject Matter Experts who serve as raters and rankers in the process. Should this process contribute to a disconnect between new hires' and employees' expectations of and experiences at BPA, it could negatively impact the Positive Work Environment objective.

Furthermore, benchmarking analysis has placed BPA about 10 to 12 years behind the market in terms of adopting and operating an automated talent acquisition system to drive better recruiting, sourcing, candidate management, screening, assessment, and reporting.[9] Fortunately, the executives are addressing this technology gap through investment in a Talent Acquisition System beginning September, 2012. As with any technology solution, however, there will be a significant learning curve before the organization begins to fully leverage the system for improvements in this area. BPA must continue to focus resources here to successfully mitigate this risk.

Beyond Time to Hire, other metrics at the apex of the Measurement Framework indicate that this risk primarily impedes success in the Right Size and Composition and Right Skills and Competencies objectives. Specifically, with a difficult economic environment since the 2008 financial crisis,

[9] BPA Talent Acquisition Strategy, 2012, pg. 14.

increasing competition for specialized skill sets, changing regulations, and downward pressure on total compensation for federal personnel,[10] BPA leaders are finding it increasingly difficult to attract and hire the talent they need in certain critical functions, which is more of a quality issue than a timeliness issue.[11] In the case of experienced hires, evidence from manager interviews at BPA and findings from recent studies[12] show that specialized, skilled positions are often poorly compensated compared to the private sector. For some talent pools at BPA, this risk is being mitigated through the Consecutive Accelerated Training and Promotion Program (CATPP) where new entry-level hires are provided a clear path to promotion on an accelerated schedule.

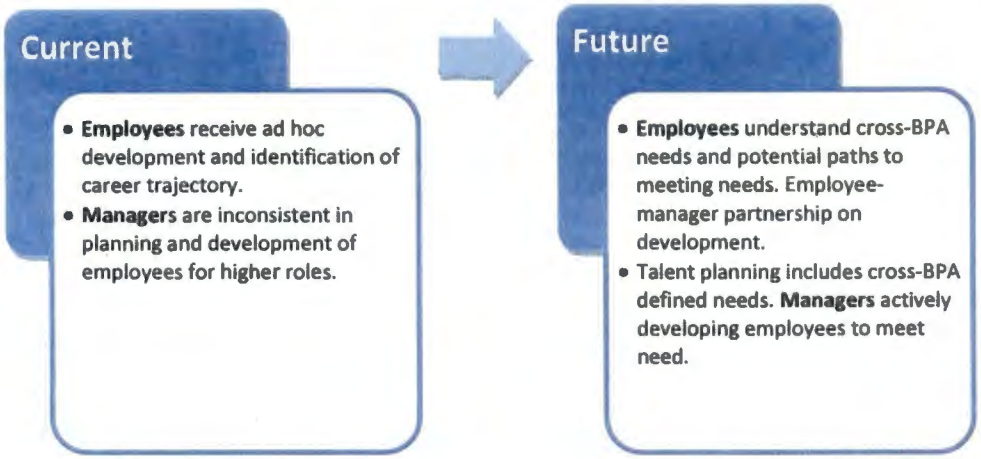
To the extent that managers do address recruiting challenges by turning to supplemental labor to fill highly-skilled positions (often at higher cost), or permitting overtime for existing staff to get the work done, BPA will see negative effects on all dimensions of Right Size and Composition (Cost, Flexibility, and Stability), as well as on Right Skills and Competencies. Moreover, although BPA's positive work-life balance culture can substitute for monetary compensation in some cases, more pressure on existing employees and inappropriate use of supplemental labor and could erode this culture and have negative spillover effects on the Positive Work Environment Objective.

[10] For example, a freeze on Federal Employee compensation has been in place since FY 2011

[11] BPA Talent Acquisition Strategy, 2012, pg. 13

[12] Congressional Budget Office (2012). *A CBO Study: Comparing the Compensation of Federal and Private Sector Employees, Pub No. 4303* Washington: Government Publication Office

## Risk Mitigation Maturity: Bench Strength




3. ***Bench Strength:*** *Insufficient internal depth of talent in critical skills and competencies may jeopardize delivery of the essential mission functions.*

- **Sub-risk A:** Inadequate definition and planning for critical skills and competencies compromises depth of bench and workforce agility.
- **Sub-risk B:** Lack of consistent position and career path management results in loss of critical knowledge and poor succession planning.
- **Sub-risk C:** Limited management capability to build bench strength within workgroups results in the existence of single points of failure[13] and lack of workforce agility.

The risk of insufficient internal depth of talent has been elevated to priority status since the 2011–2012 Strategy was introduced. This is a risk that primarily affects the Right Size and Composition and Right Skills and Competencies objectives. Beginning with indicators of Right Size and Composition, there is evidence that BPA relies more heavily on supplemental labor to fulfill its mission now than in the past. The ratio of Federal employees to supplemental labor workers has increased (6 Federal Employees to every 1 Supplemental Labor worker in 2001, versus 2.6 Federal Employees to 1 Supplemental Labor worker at the end of FY 2011[14]).

These supplemental labor workers are not solely performing support functions, but also critical work in Strategic and Core functions like Energy Efficiency Engineering, cyber security, asset management and project management for updates of the power and transmission systems to enable better balancing capability.

With an annual unexpected turnover rate for supplemental labor (23%) far above that of Federal employees (2%), heavy reliance on this sector for performance of mission essential functions threatens Talent Management Strategic Objectives. Specifically, in these critical areas,[15] BPA often pays more for supplemental labor than for Federal Employees, in addition to the extra cost of lost productivity due to a higher turnover rate. Thus, even as supplemental labor may be appropriate for many functions to provide Flexibility in the workforce, there are tradeoffs in terms of the Cost and Stability dimensions of Right Size and Composition.

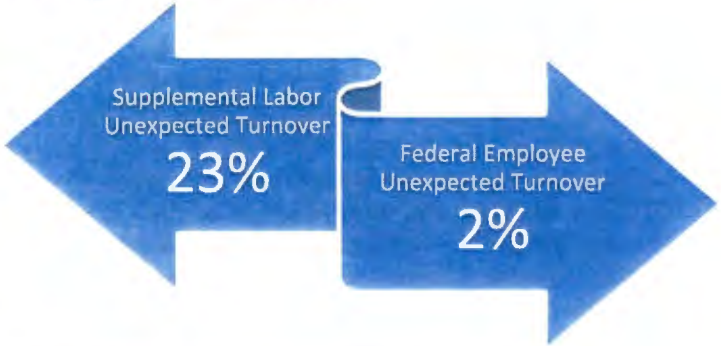
Retirement trends indicate that the struggling economy has led many expert-level Federal employees to delay retirement. For the moment, that means that more knowledge is being retained at BPA, but as the economy recovers and these experts begin to retire (along with others who become eligible in the next 3 to 5 years), BPA will face a major knowledge transfer challenge which will affect both the Right Size and Composition and Right Skills and

[13] Workers for whom there is no readily available backup to perform critical work should the incumbent leave BPA.

[14] The upward trend in supplemental workforce headcount and cost is in part reflective of improved measurement and tracking of the supplemental workforce beginning in FY11. However, this improvement in measurement does not fully account for the growth trend; it is clear from manager interviews and trends measured since the Supplemental Labor Information System was implemented that there has been real growth in proportion of the total BPA workforce that is made up of supplemental labor workers.

[15] See Strategic and Core skills in Right Skills and Competencies objective section.

## Unexpected Turnover

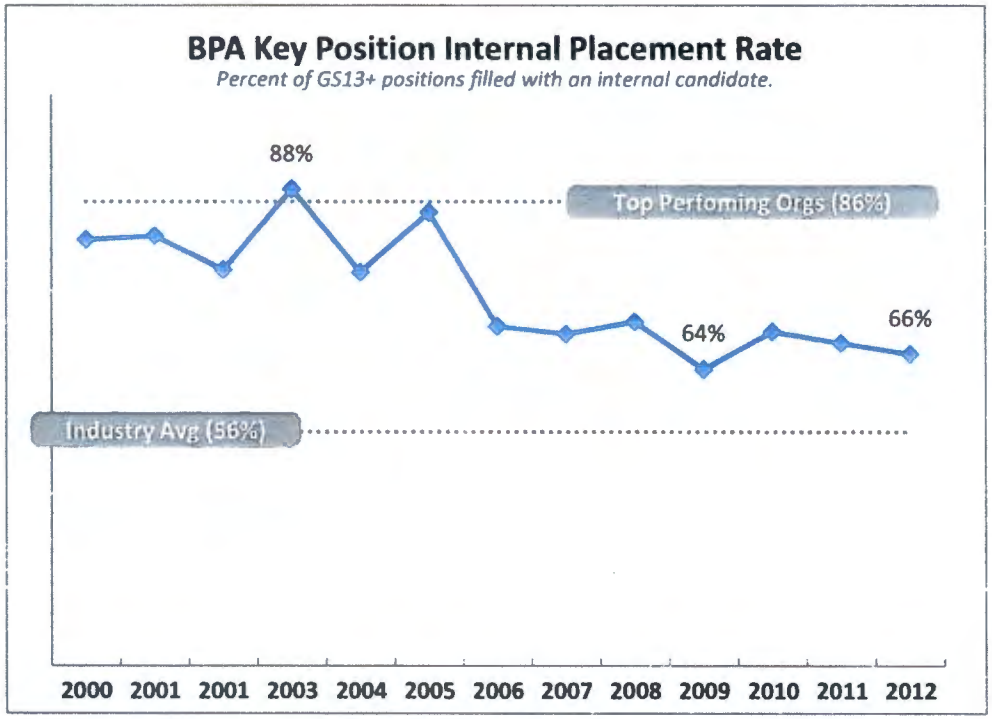



*Reflects FY 2012 voluntary and involuntary separations (excluding retirements)*

Competencies objectives. It is also clear that BPA's ability to fill behind these experts is less than ideal, as evidenced by relatively low internal placement rate.[16]

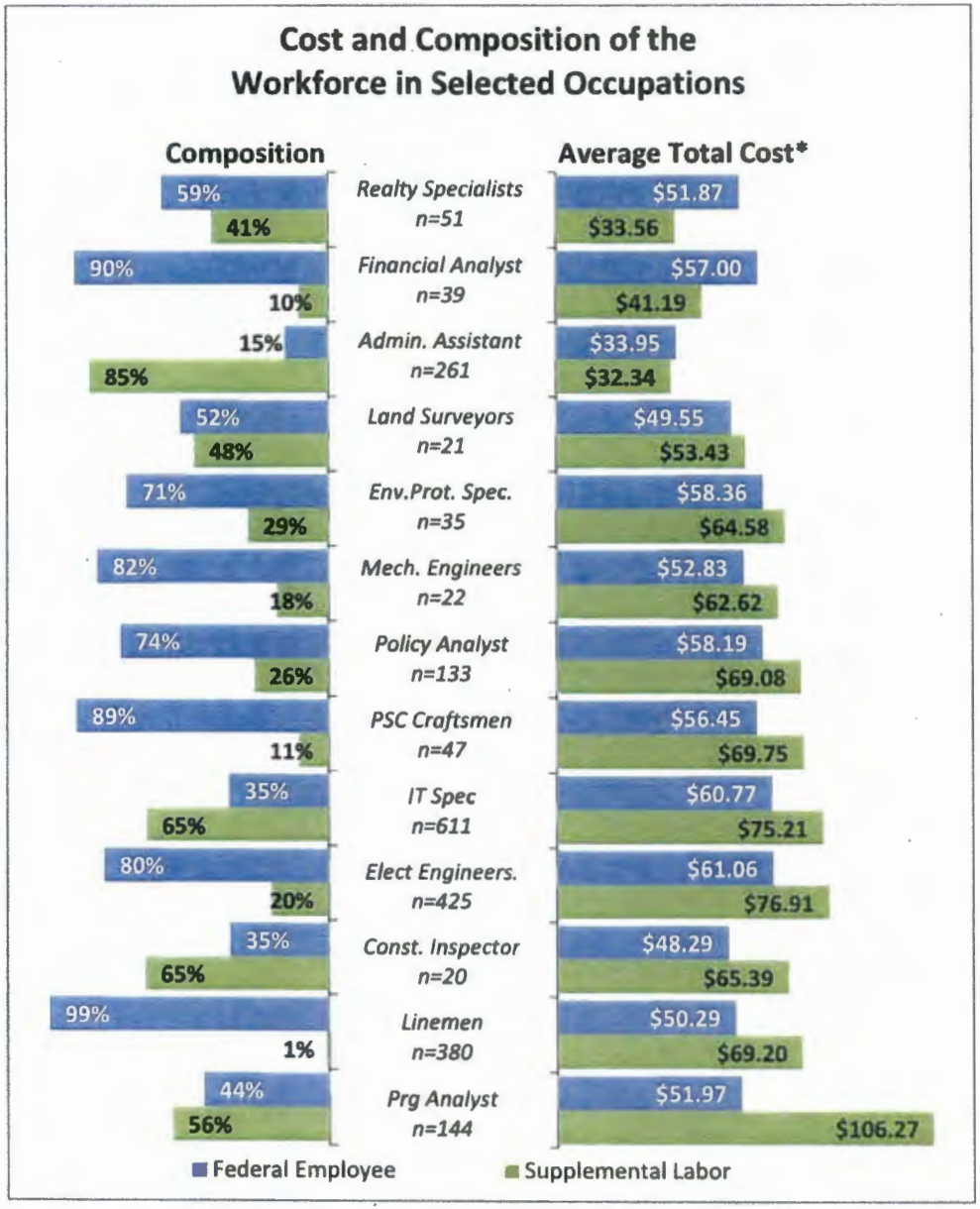
In addition, metrics around position management indicate that BPA has a narrowly defined set of position descriptions that threaten the Right Skills and Competencies objective, meaning that even though there are many at BPA who possess skill sets in high demand across the Agency (e.g., data analysis), there is not adequate flexibility in the way position descriptions are managed for that similarity to be visible to either managers in need of those skills or employees who have them. Some organizations refer to this as a lack of adequate internal talent management.

While managers certainly feel the effects of this risk in many parts of the Agency,[17] there are places within the organization where this risk is being mitigated appropriately. The Apprentice Program within the Transmission Field organization has created a robust pipeline of craft workers in occupations critical to BPA's success. In addition, the "Power Up" courses offered through Power Services provide employees with cross-agency context. This insight into other business functions, combined with Power Services "job swap" opportunities has the benefit of increasing the internal talent pool for critical positions. In addition, areas such as Customer Support Services, Power Services, and Environment, Fish, and Wildlife have taken deliberate steps toward developing plans to strengthen the bench behind positions deemed single points of failure. The Agency will put the best practices of these activities to use across the organization in order to mitigate this risk in FY 2013–2014.




[16] BPA's internal placement for leaders and subject matter experts is 66% against a best practice average of 86% according to Aberdeen Group, September 2012.

[17] Over half of 125 managers interviewed from across all business units reported lack of bench strength on their teams and existence of single points of failure.




Increasing the capability of BPA to analyze its workforce with better business intelligence will be critical to forward progress on the Bench Strength risk.

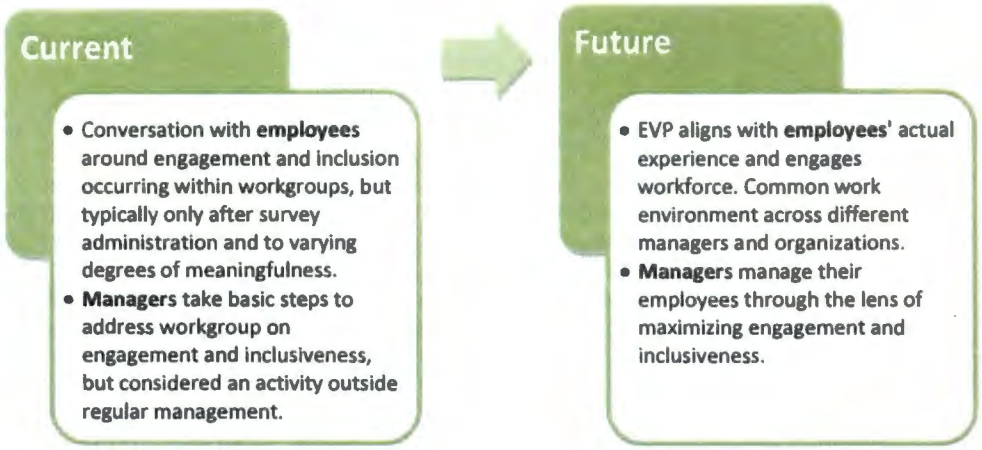
It has become clear that BPA lacks the critical data integration across systems and standardized understanding of policies and processes necessary to manage the Total Workforce in the most effective way. This is evident in the fact that it required 10 months of intensive data integration across disparate systems to accurately compare Right Size and Composition metrics around Stability, Flexibility and Costs for the Total Workforce at the Agency level. Though there is an appetite to provide these metrics at the organizational level on a regular basis, there is not yet the capability to do so from either a technology standpoint or in some cases a staff skills standpoint. Without such data at the organizational level, managers hit barriers in tracking their group's performance and progress. Thus, as part of the initiative to mitigate the Bench Strength risk, BPA will invest in amplified Workforce Analytics capability

***Cost and Composition of Selected Occupations:*** **Total cost for federal employees refers to the hourly total compensation for a federal employee, which includes salary, leave, and benefits. Total cost for Supplemental Labor workers refers to the hourly bill rate that is charged to BPA, and does NOT reflect the compensation to the SL worker. All data from FY 2011.*

# Other Risks

In addition to the three priority risks, there are two other areas that BPA will monitor to ensure that the risk they pose to BPA's Talent Management and business objectives does not exceed acceptable limits.

## Risk Mitigation Maturity: Work Environment




4. ***Work Environment:*** The Agency is slow to optimize its workforce due to critical barriers to a focused, productive work environment.
   - **Sub-risk A:** The Agency's culture does not always value inclusion or promote diversity of thought.
   - **Sub-risk B:** Depressed levels of employee engagement result in decreased productivity.

This is a risk that primarily affects the Positive Work Environment and Right Skills and Competencies objectives. From the overall employee engagement standpoint, the 2012 survey results revealed good news in that employee engagement has increased in a meaningful way across the three administrations of the Gallup Q12 survey. Moreover, evidence points to a moderate return on the annual investment in time spent creating impact plans across the organization such that work teams that reported having an effective impact planning process were those with the greatest gains in engagement scores. However, because levels are still below the desired 75th percentile level (in 2012, BPA was in the 43rd percentile of the Gallup database) there is ample opportunity for improvement and this risk remains unmitigated.

Even with the positive trends in BPA employee engagement since 2009, this is certainly an area to watch because low levels of engagement correlate with decreased likelihood of achieving organizational goals, including reduced safety. However, the executives determined that this risk does not warrant treatment outside of current efforts.

On the diversity and inclusion side, evidence from the Inclusiveness Index of the 2012 employee engagement survey indicates that BPA has not yet achieved its goal of creating a work environment that promotes diversity of thought or values inclusion. Specifically, BPA has experienced no meaningful change on the Inclusiveness Index between survey administrations. This stagnation illustrates that current efforts to realize the EVP in this area are insufficient. In addition, the MD 715 report on BPA's workforce representation relative to the Regional Civilian Labor force highlights a number of areas where BPA's workforce does not yet reflect the composition of the populace of the region it serves.[18] This finding is particularly evident in the areas of gender representation in leadership and minority representation in the crafts, operations, and technical fields, suggesting that the Agency continues to struggle to attract and retain diverse candidates.

Although these indicators point to areas where BPA shows gaps between its current and desired states on the Talent Management Strategic Objectives, there are some controls in place that are helping to mitigate the Agency's risk exposure. Agency executives are committed to support the Agency Diversity Action Plan, as evidenced by their sponsorship of action items specifically

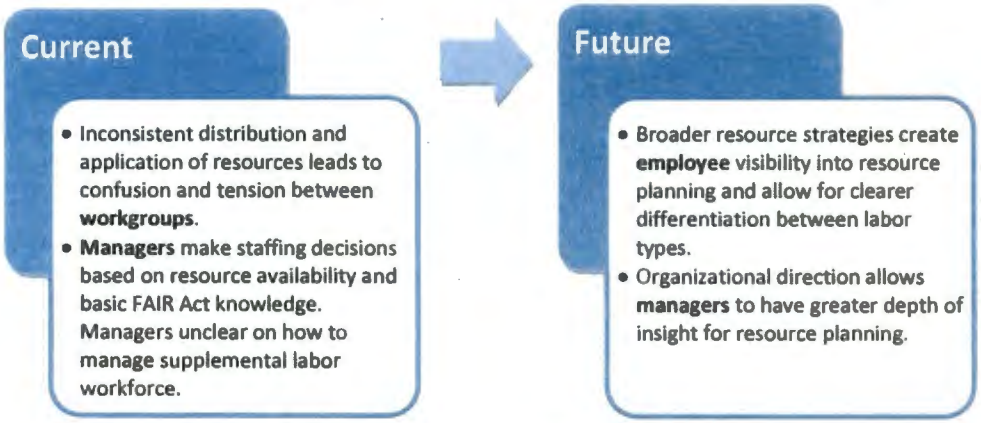
[18] The BPA MD715 Report for 2011 indicates that representation is largely unchanged from 2004: http://internal.bpa.gov/EmployeeCenter/ConflictManagement/Documents/BPA%20MD-715%20Parts%20A-J%20FY2011%20Final%20Draft%20Report%20Feb%207%202012.pdf

designed to advance the Strategic Diversity Objectives.[19] However, implementation of the Action Plan is under-resourced in that 1) the Cross-Agency Diversity Team consists of volunteers, and 2) it does not have adequate FTE resources dedicated to making progress on the plan. For example, the program leader is also managing the Agency's transition to the Pathways student program. Moreover, although it is clear that executives and managers must visibly model the desired culture of inclusion, and leaders at BPA are enthusiastic to support Diversity goals around inclusion and representation, the Agency has struggled to identify sufficient external events for participation. BPA will need to track progress on the Diversity Action Plan carefully to ensure that risk to the Positive Work Environment objective does not cross the threshold of acceptability.

For now, because BPA is making measurable progress toward the desired Positive Work Environment objective in important areas and this risk was not elevated as a focus area for this version of the Strategy, the Agency will maintain engagement and inclusiveness programs at their current levels. Specifically, managers will continue to support their teams through yearly impact planning and biennial measurement through the Employee Engagement Survey. Additionally, the Cross Agency Diversity Workteam will continue to identify and advance activities that help BPA meet its diversity and inclusion goals. Moreover, the activities embedded within the 3 Strategic Initiatives (particularly those that aim to build leadership skills) are expected to deliver collateral benefits to mitigate this risk as well.

[19] 1) Demonstrate Diversity Leadership; 2) Attract, Retain, and Sustain a Diverse Workforce; and 3) Develop a Positive Work Environment

## Risk Mitigation Maturity: Total Workforce




5. ***Total Workforce Planning and Management.*** The Agency does not manage the Total Workforce efficiently.

   - **Sub-risk A:** Insufficient data and integration of systems results in inefficient management of the Total Workforce.
   - **Sub-risk B:** Inconsistent management of supplemental labor results in inappropriate integration into work teams.
   - **Sub-risk C:** Centralized supplemental labor cost management recommendations are not consistently accepted by managers, resulting in an increase in workforce spending.

This is a risk that relates primarily to the Agency's lack of ability to see the Total Workforce in order to manage it effectively, which primarily affects the Right Size and Composition and Right Skills and Competencies objectives. The Agency has only recently been able to accurately view the two major sectors of the workforce (Federal employees and Supplemental Labor workers) side by side, through the Workforce Study on Size and Composition.

Just as it impacts the Bench Strength risk above, the lack of data integration across the Total Workforce amplifies the risk of inefficient use of supplemental labor. One of the findings from the Workforce Study on Right Size and Composition was that the majority of supplemental labor workers are in what have been considered critical roles in the 2010 Workforce Plan (e.g., IT Specialists in Transmission Operations, engineers in Energy Efficiency). In some cases, these supplemental labor workers were considered single points of failure by the organization manager. These are examples of areas where the dimensions of Stability, Flexibility, and Cost may be out of balance such that BFTE (and budgets) are not allocated in a strategic, risk-informed way, putting Agency Strategic Priorities at risk. This potential for misalignment of the Total Workforce also creates long-term cost management challenges because many of those specialist positions cost significantly more to fill with supplemental labor workers than Federal employees.

However, there are controls to keep this risk within acceptable bounds. Specifically, the Workforce Analytics activities embedded in the Bench Strength Initiative will provide Strategically-aligned insights to managers at an organizational level, helping them make data-driven decisions about the scope of the Total Workforce that matters to them. Further, the Agency now has critical documentation from the 2011 Workforce Study on Size and Composition regarding the scope of data needed to analyze the Total Workforce, which will continue to reap rewards in the mitigation of this risk.

# Initiatives & Roadmap

The Strategic Initiatives needed to mitigate the three Talent Management Top Risks are articulated below, along with concrete activities and measures to indicate success. Each initiative is designed to change the current state by increasing management capability to shape the workforce in order to achieve the Talent Management Strategic Objectives of Right Size and Composition, Right Skills and Competencies and Positive Work Environment. The success of these initiatives requires accountability on the part of managers and executives, as well as the BPA organizations that will help guide program execution (e.g., HCM, SLMO). Importantly, there is an implementation risk associated with each of these initiatives. Flawed execution resulting from inappropriately aggressive timelines, insufficient change management, or lack of resources would hinder progress toward the desired state (and could in some cases elevate the risk further).

## 1. Drive High Performance

| Activities | Outcomes | Key Work Items |
|---|---|---|
| **A. Enable leadership to set clear expectations for the workforce**<br><br>***Key Performance Indicators:***<br>•Top Quartile on Q1 of Employee Engagement Survey<br>•Quality audit of performance plans | • Updated Performance Planning and Review System is widely understood and supported for setting both manager (FY 2013) and employee (FY 2014) performance expectations<br>• Employees know what is expected of them at work and how to improve performance<br>• Managers and executives feel equipped to craft meaningful and measurable performance plans<br>• Automated solutions are adopted quickly and support the efficient creation and tracking of progress against performance plans | • Managers and executives participate in training and coaching sessions to improve performance standard writing and communication skills<br>• Managers and executives develop performance appraisals that contain meaningful and measurable performance standards<br>• HCM provides training and support to managers regarding how to develop performance plans that set clear performance expectations<br>• Administer Gallup Q12 survey in 2014<br>• Employee Performance System in place and training developed for managers and employees. |
| **B. Improve quality and frequency of performance feedback**<br><br>***Key Performance Indicators:***<br>•Top Quartile on Q11 of Employee Engagement Survey<br>•On-time completion of two progress reviews<br>•On-time completion of end-of-year ratings | • Employees and managers receive at least two progress reviews before end-of-year rating<br>• Managers and executives feel equipped to have constructive conversations about progress and performance<br>• Automated solutions are adopted quickly and support the frequency and quality of performance feedback<br>• Culture is recognition-rich where employees feel appreciated for doing good work | • Managers and executives participate in performance management training and coaching sessions<br>• Managers and executives finish end of year ratings by set deadlines<br>• Managers and executives conduct at least two formal progress reviews before end of year rating<br>• Managers conduct annual talent calibration sessions<br>• Managers regularly utilize recognition tools and budget<br>• BPA recognition program is used to reward high performance both formally and informally<br>• HCM provides support to managers regarding effectively communicating performance feedback |
| **C. Equip managers to effectively manage all levels of performance**<br><br>***Key Performance Indicators:***<br>•Top Quartile on Q9 of Employee Engagement Survey | • Managers and executives feel ownership of performance management process<br>• Managers and executives feel supported and equipped to conduct difficult performance conversations and track improvement<br>• Employees feel that performance issues are dealt with fairly, appropriately, and in a timely manner | • Managers contact ER early in the performance management process<br>• ER Specialists provide clear overview of process and guidelines to managers |

The following Strategic Initiatives Roadmap outlines the next three years of activity alongside timing and accountability for delivery. BPA leadership and HCM program leaders will need to collaborate as a unified front to achieve these initiatives.

## Three-Year Roadmap

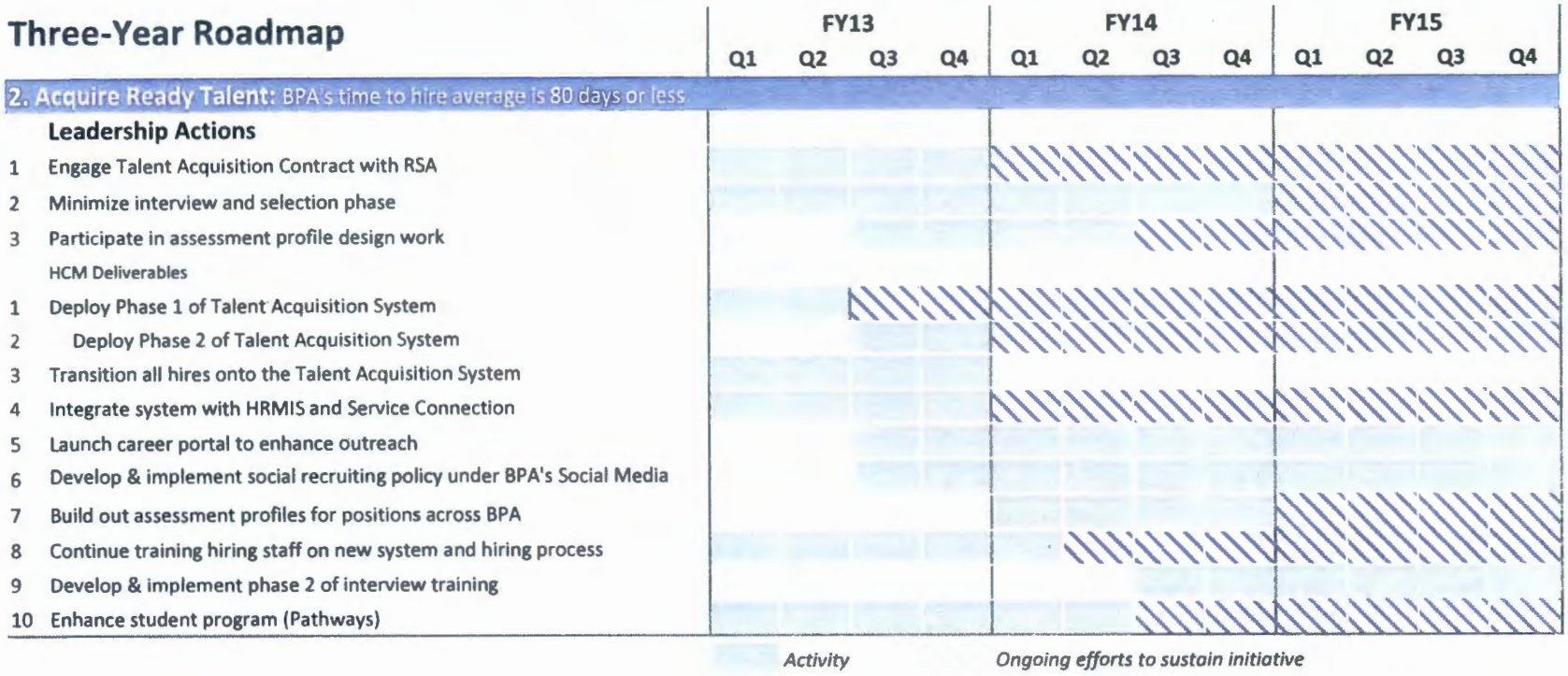
| | | FY13 | | | | FY14 | | | | FY15 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| **1. Drive High Performance:** BPA is in the top quartile for items 1 and 11 on the employee engagement survey | | | | | | | | | | | | | |
| | **Leadership Actions** | | | | | | | | | | | | |
| 1 | Develop performance plans and finish EOY ratings by set deadlines | | | | | | | | | | | | |
| 2 | Write measurable and meaningful performance elements | | | | | | | | | | | | |
| 3 | Conduct a minimum of two documented progress reviews | | | | | | | | | | | | |
| 4 | Conduct annual performance calibration sessions | | | | | | | | | | | | |
| 5 | Participate in training and coaching sessions | | | | | | | | | | | | |
| | **HCM Deliverables** | | | | | | | | | | | | |
| 1 | Deploy new manager performance tool | | | | | | | | | | | | |
| 2 | Evaluate new manager performance tool | | | | | | | | | | | | |
| 3 | Develop new employee performance tool | | | | | | | | | | | | |
| 4 | Deploy new employee performance tool | | | | | | | | | | | | |
| 5 | Develop performance plan automation | | | | | | | | | | | | |
| 6 | Deploy performance plan automation | | | | | | | | | | | | |
| 7 | Train managers on performance plan writing & expectation setting | | | | | | | | | | | | |
| 8 | Train managers on feedback and progress reviews | | | | | | | | | | | | |
| 9 | Train managers on closeout of performance cycle | | | | | | | | | | | | |
| 10 | Train employees & managers on new performance tool & automation | | | | | | | | | | | | |
| 11 | Deploy ongoing performance & training support tools | | | | | | | | | | | | |
| 12 | Review and revamp recognition program | | | | | | | | | | | | |
| 13 | Rollout new recognition program | | | | | | | | | | | | |

*Activity* *Ongoing efforts to sustain initiative*

## 2. Acquire Ready Talent

| Activities | Outcomes | Key Work Items |
|---|---|---|
| **A. Leverage technology and streamline processes to reduce Time to Hire for federal employees**<br><br>***Key Performance Indicators:***<br>• Time-to-Hire<br>• Manager satisfaction with hiring process | • Average Time-to-Hire is fewer than 80 days by EOY FY 2014<br>• Managers report high satisfaction with key performance indicator of timeliness<br>• Decreased loss of candidates in process due to availability | • Implement Applicant Tracking System<br>• Implement Phase 2 of Talent Acquisition System<br>• Define manager responsibilities during the hiring process via the Talent Acquisition Contract<br>• Refine and automate hiring process to retain highly qualified candidates and be timely, efficient, compliant, and effective |
| **B. Leverage technology and processes to improve quality of hire for federal employees**<br><br>***Key Performance Indicators:***<br>• Manager satisfaction with quality of candidates and hires<br>• Return-on-Sourcing metrics | • Reduce the time Talent Acquisition staff devotes to candidate assessment and evaluation<br>• Managers report high levels of satisfaction with quality of candidates and hires<br>• Managers possess uniform interviewing and onboarding skills | • Leverage technology to speed screening and assessment of candidates<br>• Leverage social media technology to drive use of multiple techniques and channels for sourcing candidates<br>• Train managers on best practice procedures for candidate evaluation, interviewing techniques, and new hire onboarding<br>• Connect high quality candidates to recruitment sources to improve outreach<br>• Develop sourcing strategy to include target sourcing based on candidate segments |

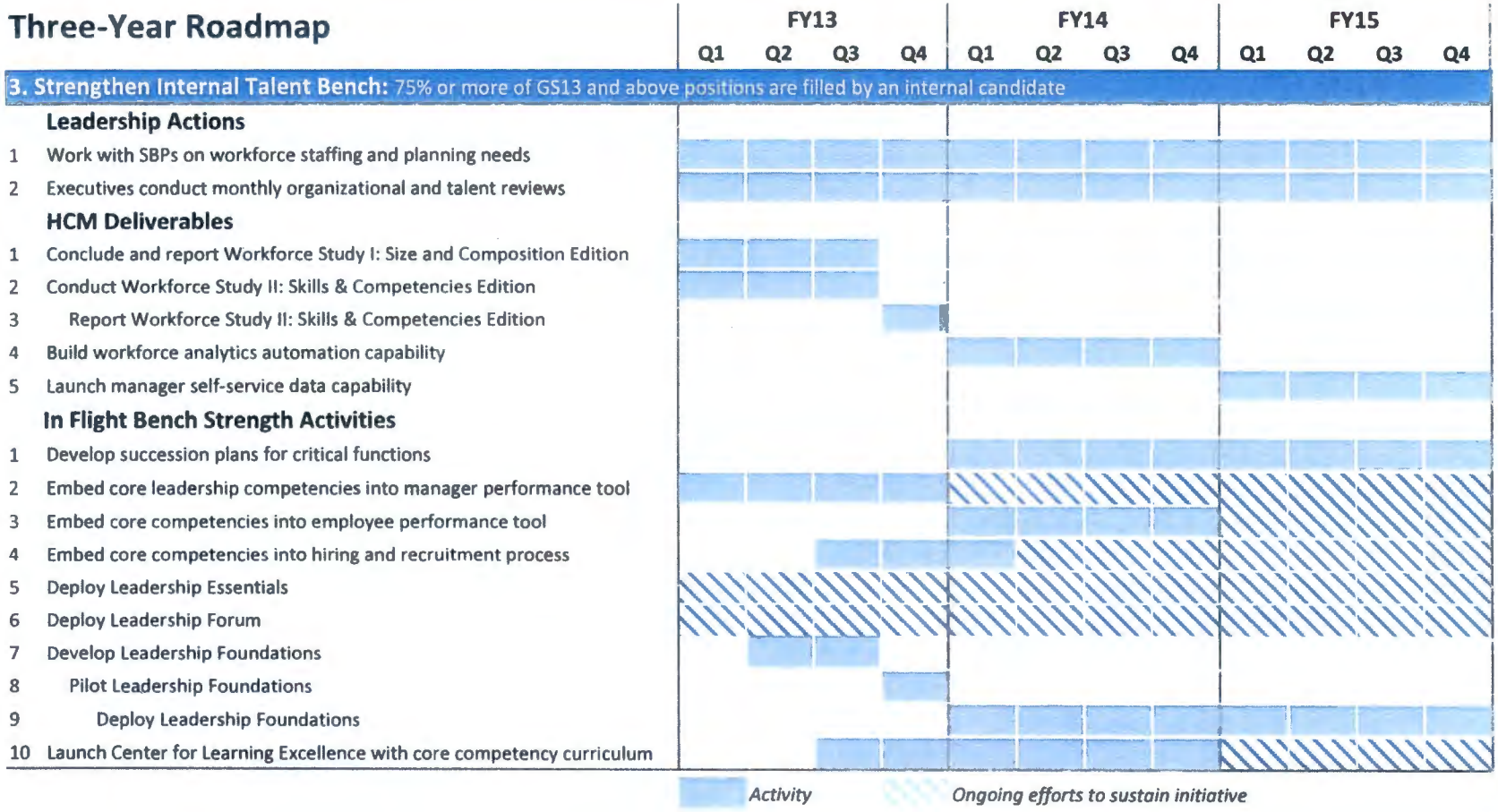
## Three-Year Roadmap



# 3. Strengthen Internal Talent Bench

| Activities | Outcomes | Key Work Items |
|---|---|---|
| **A. Leadership Development**<br><br>***Key Performance Indicators:***<br>• Percent of Supervisor positions filled internally (cross-business unit manager-to-manager roles, non-supervisor to supervisor promotions) | • Leadership skills and competencies developed in employees to become a successor in the leader pool<br>• Manager role focused more on leadership and developing employees rather than technical experts<br>• Competency developed in the manager pool to develop teams creates an increase in SME bench strength<br>• Managers utilize Performance Management System to support bench strength goals in developing critical skills and competencies<br>• Expand opportunities for cross-business unit leadership to enhance executive development | • Leadership Curriculum (all four levels)<br>• Ongoing Leadership Development "booster" classes to refresh skills<br>• Details to rotate managers (to create a more agile manager pool)<br>• Organizational Alignment Module in Leadership Development and conversations with SBPs<br>• Core Competencies embedded in Performance Plans, Vacancy Announcements, and training curriculum.<br>• Leverage existing leadership development partnerships (e.g., EDI, UCLA, and Hispanic Chamber) |
| **B. Position Management (and Staffing)**<br><br>***Key Performance Indicators:***<br>• Percent of SME positions (13+) filled internally<br>• At least 2 successors defined for each SME role<br>• Percent of Supervisor positions filled internally | • Managers have vision for workgroup structure to accomplish work, provide development and minimize single points of failure<br>• Employees have knowledge of potential and ideal career paths available to them<br>• Career paths defined and implemented for critical functions (both leader and technical)<br>• Sourcing/Staffing Strategy and Succession Planning guidance derived from Corporate Strategy<br>• Increased cross-business unit detail/reassignment opportunities for higher density SME skills sets such as IT (2200 series), General Business &Industry (1100 series), Engineering & Architecture (0800 series) | • Position Management studies<br>• SBPs with department leader to develop organizations' work plans<br>• Talent Acquisition Contract conversations with RSAs |
| **C. Knowledge Management**<br><br>***Key Performance Indicators:***<br>• Percent reduction of single points of failure | • Onboarding for the successors of departing SMEs is smooth and well-documented<br>• A toolkit exists for managers to deploy to capture technical knowledge<br>• Knowledge Transfer is part of SME performance appraisals<br>• Critical functions are not at risk due to departing SMEs | • Leverage the Succession Planning Tools from past workforce planning/SBP efforts<br>• Develop knowledge transfer performance objective language to put in SME performance plans<br>• Develop a repository of technical knowledge documents (this activity requires technology systems to support it) |
| **D. Strategic Workforce Planning**<br><br>***Key Performance Indicators:***<br>• Risk factors for critical/strategic functions reduced (as measured by retirement profile, attrition rate, single points of failure, and number of potential successors) | • Critical Technical skills defined for critical functions<br>• Data systems in place to track risk factors for critical/strategic functions<br>• A plan is in place and executed to ensure continuity of functions<br>• Manager positions characterized more a balance of leadership competency and technical skill | • Define critical functions<br>• Set size and composition targets in mission essential functions<br>• Workforce Analytics Technology System in place<br>• Workforce Analytics Function tracks and monitors critical data<br>• Cross-HCM Strategic Workforce Plan Task Force exists to assess and manage risk to critical functions annually |

## Three-Year Roadmap



BONNEVILLE POWER ADMINISTRATION

# 2013–2014 Talent Management Strategy

## Points of Contact

### HCM Integrated Policy and Strategy

| | |
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### HCM Strategic Business Partners

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| Annette Talbott | Transmission Services |
| Jody Claire | Front Office |
| Karl Hunrick | Corporate |
| Alisa Yannello | Power Services; Customer Support Services; Environment, Fish and Wildlife |
| David Clark | Internal Business Services |

## Resource Library

Please visit the Talent Management Strategy Resource Library for an Appendix of materials and data to accompany this document, including:

1. Talent Management Focus Group Risk Maps
2. Talent Management Metrics Framework
3. Talent Management Risk Maturity Models
4. Talent Management HCM Program Maturity Models
5. Talent Management Strategy Evolution 1-page Visual

Please contact Allegra Hodges or Jamey Winchester if you need access to the Resource Library site.

# Appendix 10

**BONNEVILLE POWER ADMINISTRATION**
**HUMAN CAPITAL MANAGEMENT**
**Portland, Oregon**

**PERSONNEL LETTER (PL): 900-02** **DATE: June 18, 2012**

**SUBJECT: Reasonable Accommodation**

## PURPOSE

This Personnel Letter –

- Describes reasonable accommodation program.
- Describes methods and procedures for initiating the reasonable accommodation interactive process.

**Revisions**

- Revises the definition of disability in accordance with the Americans with Disabilities Act Amendments Act of 2008 (ADA-AA).
- Clarifies the definition of reasonable accommodation and offers additional examples.
- Supersedes PL 900-02 dated August 24, 2001.

## BPA BUSINESS OBJECTIVE

BPA relies on a highly skilled workforce to meet its business objectives in a timely and efficient manner. The reasonable accommodation program removes barriers to employment and job performance for qualified employees with disabilities, thereby supporting employees in remaining at work and performing to their highest potential.

## POLICY SUMMARY

Reasonable accommodation removes workplace barriers for individuals with disabilities so they can enjoy the Benefits and privileges of employment equal to those enjoyed by similarly situated employees without disabilities. Reasonable accommodation enables individuals with disabilities to apply for jobs and for employees with disabilities to perform their jobs or access work-related services, benefits, or facilities. The reasonable accommodation interactive process is the means by which an employee, the Reasonable Accommodation (RA) Coordinator, and other individuals (as needed) collaborate to evaluate possible reasonable accommodations. In order to be reasonable, an accommodation must be effective and cannot cause BPA undue hardship.

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## I. COVERAGE

This policy covers all BPA employees and all applicants for BPA positions. Contract workers should contact their employing agency to initiate a reasonable accommodation request.

## II. DEFINITIONS

**Disability**
For the purposes of this Personnel Letter, the term "disability" means (1) a physical or mental impairment that substantially limits one or more major life activities; (2) a record of such an impairment. An impairment that is episodic or in remission may still be a disability if the impairment substantially limits a major life activity when active. As defined in 29 C.F.R. 1630.3, the terms disability and qualified individual do not include individuals currently engaged in the use of illegal drugs.

**Essential Functions**
The fundamental job duties of the employment position the individual with a disability holds or desires. It does not include the marginal functions of the position.

**Interactive Process**
An interactive communication process, formal or informal, used to identify the limitations resulting from the disability and potential reasonable accommodations that could overcome those limitations.

**Qualified Individual with a Disability**
A person with a disability who satisfies the requisite skill, experience, education, or other job-related requirements of an employment position that he or she holds or seeks, and who can perform the "essential functions" of the position with or without reasonable accommodation.

**Reasonable Accommodation**
A workplace change or modification that: enables a qualified applicant with a disability to be considered for a position; enables a qualified individual with a disability to perform the essential functions of their position; and\or enables a qualified individual with a disability to enjoy equal benefits and privileges of employment as other similarly situated employees without disabilities. Reasonable accommodation may include but is not limited to:

- Modifying job application process to enable a qualified applicant with a disability to complete the application process;
- Modifying or adjusting the work environment as to the manner or circumstances under which the work is performed to enable a qualified employee to perform his or her essential job functions; and/or

- Modifying or adjusting the work environment to remove barriers so a qualified employee with a disability can access employment-related benefits or services.

All reasonable accommodations must be effective, efficient, and not result in an undue hardship to BPA.

**Substantially Limits**
Unable to perform or significantly restricted in performing a major life activity that the average person in the general population can perform. When considering whether a person is substantially limited, BPA ignores mitigating measures (except regular eyeglasses and contacts) the person uses.

**Undue Hardship**
Significant difficulty, expense, or safety issue for requestor or others as determined by a medical or safety professional. An accommodation is not required if it causes an undue hardship. An action may cause undue hardship if it is unduly extensive, substantial, disruptive, or fundamentally alters the nature or operation of the business.

**Vacant Position**
For the purposes of this policy, a position that is available when the employee asks for reasonable accommodation, or that the employer knows will become available within a reasonable amount of time. A "reasonable amount of time" is determined on a case-by-case basis considering relevant facts, such as whether the employer, based on experience, can anticipate that an appropriate position will become vacant within a short period of time.

## III. RESPONSIBILITIES

### A. Chief Human Capital Officer, through his or her delegate:

***Reasonable Accommodation Program Manager***

1. Ensures managers and supervisors are familiar with and follow BPA's reasonable accommodation policy and process.
2. Ensures reasonable accommodation procedures are compliant with applicable Federal Statutes, Department of Energy regulations, BPA policy, and Equal Employment Opportunity Commission (EEOC) guidance.
3. Ensures reasonable accommodation procedures are effective.
4. Issues final determination of whether an individual is a qualified individual with a disability.
5. Issues final approval or denial of accommodation requests and advises the employee and the supervisor or manager of the decision.
6. Ensures all parties follow the reassignment process if there is no reasonable accommodation to enable the employee to successfully perform the essential functions of his or her current position.

7. Designates a Reasonable Accommodation Coordinator to administer the program.
8. Makes final determination on any "undue hardship" decisions.

***Reasonable Accommodation Coordinator***

1. Oversees the interactive process and ensures all parties are following appropriate procedures.
2. Limits medical information request(s) to the minimum necessary to verify disability(s), work-related limitations and the necessity for reasonable accommodation.
3. Works with the supervisor or manager, employee, and others as required to explore possible reasonable accommodations.
4. Makes recommendations regarding appropriate accommodations to the Program Manager.
5. Maintains records of all accommodation requests processed under the Reasonable Accommodations procedures in accordance with the Privacy Act of 1974 and OPM regulations.
6. Provides Equal Employment Opportunity Commission (EEOC) required statistical reports on reasonable accommodation requests and their disposition.
7. On a need-to-know basis, keeps others in the organization apprised of the status of an accommodation request when appropriate.
8. Once an accommodation is in place, follows up with the employee as needed to ensure the accommodation is adequate and effective.
9. Refers the employee to Talent Acquisition for reassignment if needed. Provides information on employee's work-related limitations and restrictions to facilitate the reassignment process.
10. Keeps medical information confidential and shares only limitations and restrictions (not diagnostic information) with the employee's supervisor and others with a need to know.

***Talent Acquisition***

1. Contacts the Reasonable Accommodation Coordinator if an applicant appears to need or requests accommodation.
2. During the reasonable accommodation reassignment process:
   a. Reviews the employee's qualifications for vacant positions.
   b. Reviews vacant positions to determine whether any are suitable for reassignment based on the employee's skill level and qualifications.
   c. Offers a reassignment position, if appropriate.
   d. Reassigns an employee to an appropriate vacant position for which the employee has accepted an offer and sets the employee's pay according to the terms of this policy and the Office of Personnel Management (OPM) regulations.

**B. Employee or Applicant:**

1. Notifies the Reasonable Accommodation Coordinator, verbally or in writing, of a reasonable accommodation request (including requests for proximal parking to work facility).
2. Submits any requested medical documentation to the Medical Program Manager (NOT to the immediate supervisor or manager).
3. Participates cooperatively in the interactive process.

**C. Manager for Civil Rights and Equal Employment Opportunity through his or her delegate:**

1. Advises supervisors and managers on responsibilities under the Americans with Disabilities Act (ADA), the Americans with Disabilities Amendments Act (ADAA) and other applicable laws and guidance.
2. Processes discrimination complaints.
3. Ensures compliance with applicable Equal Employment Opportunity processes and regulations.

**D. Information Technology:**

1. Collaborate with the Reasonable Accommodation Coordinator on technical hardware/software solutions to accommodation requests.
2. Provide requested items as quickly as possible.

**E. Managers and Supervisors:**

1. Promptly notify the Reasonable Accommodation Coordinator of an accommodation request from an employee or applicant, even if request is indirect (e.g., "I am having trouble typing due to a medical condition.").
2. Participate in the interactive process.
3. Suggest or review possible reasonable accommodations.
4. Work with Reasonable Accommodation Coordinator to identify essential job functions.
5. When hiring for a vacancy, work with Human Capital Management to consider any employees under reassignment consideration.

**F. Office of Facilities and Building Maintenance:**

1. Make accommodation recommendations, as appropriate, and implement when needed.
2. Coordinates with leasing/renting agencies in cases of building or facility modifications affecting BPA-leased facilities.
3. Works with Reasonable Accommodation Coordinator in the evaluation and provision of equipment or furniture associated with approved accommodation requests.

4. Note: the Reasonable Accommodation Coordinator will not discuss any medical information with the Office of Facilities and Building Maintenance, except limitations and restrictions as needed to evaluate the accommodation request.

**G. Office of Ergonomics:** Makes accommodation recommendations, as appropriate, and implements when needed.

**H. Safety:** Consults and shares information with Reasonable Accommodation Coordinator, specifically under conditions where safety of the employee, other employees, or the public is a concern.

## IV. REASONABLE ACCOMMODATION

### A. The Interactive Process

1. Any of the following situations may trigger the interactive process:
   a. The employee or applicant, or his or her representative, requests accommodation or otherwise indicates a need;
   b. The applicant fails a post-offer physical; or
   c. The employee returns to work from medical leave of absence with restrictions or limitations.
2. Any of the following individuals may initiate the interactive process:
   a. The employee or his or her representative designated in writing;
   b. The supervisor or manager, after a request or indication of need from the employee or applicant;
   c. A member of Human Capital Management, after receiving medical information indicating the employee may need accommodation.
3. The Reasonable Accommodation Coordinator coordinates the interactive process. The interactive process may be different for each situation, but may include:
   a. Meeting with the employee;
   b. Meeting with the supervisor or manager to identify the essential functions of the position;
   c. Requesting and reviewing medical documentation as given to the Medical Program Manager;
   d. Discussing possible accommodations with the requesting employee and supervisor/manager.
4. The Reasonable Accommodation Coordinator works with the Medical Program Manager, Reasonable Accommodation Program Manager and others to determine which accommodations (if any) are reasonable, and then oversees implementation, if applicable.

### B. Reasonable Accommodations

1. Accommodations may include, but are not limited to, the following:

a. Modifying work schedule;
b. Modifying facility access;
c. Providing equipment or technological aides;
d. Allowing the employee to telework;
e. Job restructuring; or
f. A leave of absence, for example in addition to or outside of the Family and Medical Leave Act (FMLA).

2. Accommodations do not include:
   a. Changing the immediate supervisor or manager (unless part of reassignment);
   b. Eliminating essential job functions or changing performance expectations; or
   c. An indefinite leave of absence not covered by leave policies.
3. The Reasonable Accommodation Program Manager may exclude from consideration accommodations that would cause undue hardship.

**C. Essential Job Functions**

1. To be effective, a reasonable accommodation must enable the employee to perform all essential job functions.
2. The supervisor or manager and reasonable Accommodation Coordinator work together to determine the essential job functions for the position.

**D. Medical Confidentiality.** The Medical Program Manager keeps medical information exclusively in the Official Employee Medical Folder in accordance with Personnel Letter No. 293-02, Occupational Medical Records. The Medical Program Manager shares information with others only on a need-to-know basis and only to the extent needed to resolve reasonable accommodation question(s). Such information may include physical limitations and restrictions for determining whether an employee can perform essential job functions.

**E. Procurement**

1. Reasonable accommodation equipment expenses generally come from the Human Capital Management (HCM) budget.
2. The Program Manager notifies other areas (IT, Facilities, or the supervisor or manager) if any expenses fall outside of the HCM budget.

**F. Denials**

The Reasonable Accommodation Program Manager may deny a reasonable accommodation request in writing upon:

1. Determining the requestor is not a qualified individual with a disability; or
2. Determining there is an alternate effective accommodation that will enable the individual to successfully perform the essential job functions; and/or
3. Determining the accommodation requested would cause undue hardship.

## V. APPEALS

**A.** An employee may appeal a reasonable accommodation denial as follows:

1. Within five (5) business days of a written denial, the employee may submit a verbal or written reconsideration appeal to the Reasonable Accommodation Coordinator with additional information to support the claim. The Reasonable Accommodation Program Manager will review the appeal within five (5) business days.
2. If the Reasonable Accommodation Program Manager upholds the denial, the employee has five (5) business days to submit an appeal to the Chief Human Capital Officer (CHCO) for a final determination. The CHCO will respond within ten (10) business days.
3. The employee may start the Alternative Dispute Resolution process at any time. This program is voluntary.

**B.** An employee may file an EEO complaint at any point the employee believes he or she has been subjected to discrimination based on a disability. This includes before, during or after the interactive process or after the CHCO's decision on an internal appeal.

1. The employee has forty-five (45) days from the date of the most recent alleged discrimination to file the appeal.
2. If the employee files a complaint, BPA will conduct informal Equal Employment Opportunity (EEO) counseling, or the parties may engage in the mediation process or other alternative dispute resolution processes (both of which are voluntary). If the issue is not resolved at the informal resolution stage, BPA will provide the employee with a Notice of Final Interview and Right to File a Formal EEO Complaint.

## VI. REASONABLE ACCOMMODATION REASSIGNMENT

### A. Reassignment

*Note:* Personnel Letter 810-01, *Workers' Compensation and Return to Work Program,* Chapter 3 addresses procedures related to job assignments and job offers for employees receiving benefits under the Federal Employees' Compensation Act (FECA).

1. **Eligibility.** If no reasonable accommodation exists to enable the employee to perform his or her essential job functions, the employee may qualify for reassignment if:
   a. The Reasonable Accommodation Coordinator has notified the employee in writing that no suitable accommodation is available in his or her existing position;
   b. The employee agrees to accept the reassignment offer;

c. The employee meets OPM qualifications requirements for a vacant position as determined by the Talent Acquisition group; and
d. The employee can perform the essential job functions of the vacant position, with or without accommodation.

2. **Offer Letter.** If the employee qualifies for a vacant position, HCM (Talent Acquisition) will contact the employee via telephone and the Reasonable Accommodation Coordinator will follow up with a written or emailed offer letter. The employee has five (5) working days from receiving the written or emailed offer to accept or decline the offer in writing or via email as long as the response is postmarked or time stamped by the 5th working day. If the employee fails to accept the offer, recruitment will continue as scheduled for the position that was offered.
3. **Relocation.** Subject to the provisions of any applicable collective bargaining agreement, BPA does not pay for relocation to a new duty station outside the employee's current commuting area, unless a paid move would normally be available because of recruiting difficulties or other staffing circumstances.
4. **Multiple Vacancies.** If more than one reassignment opportunity is available, the employee may indicate a preference; however, the Reasonable Accommodation Program Manager, in conjunction with the Hiring Official and Talent Acquisition, ultimately selects the reassignment position according to business need.
5. **Limitations.** Reasonable Accommodation does not include creating a new position or removing an employee from his/her position in order to create a vacancy.
6. **Process.** The reassignment process is as follows:
   a. RA coordinator writes employee saying there is no accommodation.
   b. Employee submits resume or other information about qualifications.
   c. RA Coordinator provides limitations/restrictions to RSA.
   d. RSA and employee both look for suitable vacant positions.
   e. If RSA cannot identify suitable position within reasonable time, BPA will separate the employee from BPA employment.
   f. A reasonable amount of time is determined case by case, considering relevant facts, such as whether HCM staff anticipate a suitable position will become vacant within a short period of time. In most cases, 60 calendar days is sufficient to determine whether a suitable vacant position will become available. The 60 calendar days begins the day the Reasonable Accommodation Coordinator notifies the employee in writing that no accommodation exists to enable the employee to perform his or her current essential job functions.

## B. Pay Setting

1. **Annual Employees.** If a requesting employee accepts a reassignment offer for a position at a lower grade level, the following rules will apply:

a. HCM will set the employee's pay using the grade assigned the new position.
b. If the position has multiple grades, HCM will assign the employee the highest grade for which qualified.
c. HCM will set pay using the "Highest Previous Rate" (HPR) Rule described in PL 531-03, "Pay Setting for Annual (General Schedule) Employees." Using HPR, HCM will set the employee's pay at the step in the new grade closest to the employee's prior rate of basic pay. If the prior rate of basic pay exceeds Step 10 of the new grade level, HCM will set pay at Step 10.

2. **Hourly Employees.** If a requesting hourly employee accepts reassignment to another hourly job with a lower basic rate of pay, HCM will set pay according to the provisions of the appropriate collective bargaining agreement. If a requesting hourly employee accepts reassignment to an annual job, HCM will set pay using the HPR described in PL 531-03.

## VII. RESOURCES

The Job Accommodation Network: www.askjan.org.

## VIII. REFERENCES

- Executive Order 13164, dated July 26, 2000.
- Rehabilitation Act of 1973, Sections 501, 503 and 504, 29 U.S.C. 793(d) and 974(d).
- The Americans with Disabilities Act, 1990, as amended.
- Title VII, Civil Rights Act of 1964, as amended.
- EEOC Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act (ADA), dated October 17, 2002; EEOC Enforcement Guidance on the ADA and Psychiatric Disabilities; and EEOC Enforcement Guidance: Worker's Compensation and the ADA.
- Personnel Letter No. 293-02, Occupational Medical Records.
- 5 CFR, Part 293, Subpart E, Employee Medical File System Records.

*/s/ Roy B. Fox*

Roy B. Fox
Chief Human Capital Officer

# Appendix 11

# BPA's Strategic Direction and Targets 2013–2017

To navigate the opportunities and challenges ahead, BPA leadership set a course for 2013-2017 by:

- assessing the drivers of change affecting BPA,
- confirming the agency's mission, vision, values and objectives, and
- elevating six strategic priorities for special focus.

To measure progress against our objectives and priorities, leadership also:

- established annual agency and business unit targets, and
- linked these targets to the performance contracts of our management team to align efforts across the agency.

## Drivers

The major drivers of change we face in our industry and regional environment include the following:

### Difficult Economic Environment

In the wake of the global recession, the region continued to experience unemployment levels of roughly 7 to 9 percent as of September 2012. Compared to a year ago, this is an improvement of 1.6 percent for Idaho and less than 1 percent for Oregon and Washington. Regional power loads dropped about 9 percent from 2008 to 2010 and are not expected to return to pre-recession levels until 2014-2015. Despite historically low interest rates, capital investment remains cautious. Given this environment and our aging infrastructure, a focus on disciplined cost management, low rates, capital project prioritization and capital access is exceedingly important.

### Climate Change Uncertainty

The direction of federal climate change policy and energy legislation remains uncertain. California's plan to launch a cap and trade platform to put a price on greenhouse gas emissions in January 2013 is likely to affect electricity prices and the types of new generation developed in our region. Recent studies suggest Northwest weather could continue to warm. If so, increased river flows in winter and early spring (when it is needed less for power generation) and reduced flows in summer (when it is needed more) are likely to create new challenges for river operations and planning.

### Renewable Energy Growth

State Renewable Portfolio Standards in the region and California continue to drive renewable energy growth. In the Northwest, the capacity of wind-power generating facilities reached more than 7,900 MW in 2012, and wind capacity in the BPA balancing authority alone was more than 4,700 MW. The significant concentration of wind on BPA's system continues to produce large swings in aggregate generation and requires BPA to provide significant balancing reserves to preserve reliability. The ability of the federal hydro system to provide balancing reserves is finite and the need for increased access to non-federal balancing resources is anticipated.

### Shifting Resource Conditions

BPA's weather-dependent hydro resources continue to create high supply uncertainty for power planning and marketing. High wind and high water events, combined with the need to avoid high total dissolved gas levels for fish, continue to add complexity to operational and policy choices. With domestic shale gas driving historically high natural gas supplies, market prices for natural gas-fired electricity continue to be low and are keeping prices for BPA's surplus hydropower low as well. Across the region, the impacts of planned and potential coal plant retirements, due to regulatory action or displacement by more cost-effective gas-fired generation, are also shifting fundamental assumptions about the region's long-term generation and transmission needs.

### Compliance Requirements

#### Endangered Species Responsibilities

The federal plan (Biological Opinion) for operating 13 mainstem hydroelectric dams while protecting salmon and steelhead on the Columbia and Snake rivers remains in litigation. Under the Biological Opinion, flows, spills and dam operations are provided for fish spawning, rearing and migration. The current Biological Opinion remains in place by court order through the end of 2013. A new Biological Opinion will be completed by Jan. 1, 2014. Uncertainty about future court action creates challenges for managing river operations and planning future power production, cost and revenue levels.

#### Reliability Standards

BPA is subject to a wide range of North American Electric Reliability Corporation (NERC) reliability standards enforced by the Western Electricity Coordinating Council (WECC). Since 2007, new and revised reliability compliance standards have increased steadily and are expected to grow further over the next several years. The increasing volume and pace of these changes is creating new capital and expense requirements. Also, in response to investigations of the Arizona-California outages on Sept. 8, 2011, WECC is evaluating and revising its future governance, functions, structure and funding mechanisms, with potential implications for the industry across the Western Interconnection.

# Mission

The Bonneville Power Administration's mission as a public service organization is to create and deliver the best value for our customers and constituents as we act in concert with others to assure the Pacific Northwest:

- An adequate, efficient, economical and reliable power supply;
- A transmission system that is adequate to the task of integrating and transmitting power from federal and nonfederal generating units, providing service to BPA's customers, providing interregional interconnections and maintaining electrical reliability and stability; and
- Mitigation of the Federal Columbia River Power System's (FCRPS) impacts on fish and wildlife.

BPA is committed to cost-based rates and public and regional preference in its marketing of power. BPA will set its rates as low as possible consistent with sound business principles and the full recovery of all of its costs, including timely repayment of the federal investment in the system.

# Vision

BPA will be an engine of the Northwest's economic prosperity and environmental sustainability. BPA's actions advance a Northwest power and transmission system that is a national leader in providing:

- High reliability;
- Low rates consistent with sound business principles;
- Responsible environmental stewardship; and
- Accountability to the region.

We deliver on these public responsibilities through a commercially successful business.

# Values

We accomplish our mission, vision and objectives through our three core values:

## Trustworthy Stewardship

As stewards of the FCRPS, we are entrusted with the responsibility to manage resources of great value for the benefit of others. We are trusted when others believe in and are willing to rely upon our integrity and ability.

## Collaborative Relationships

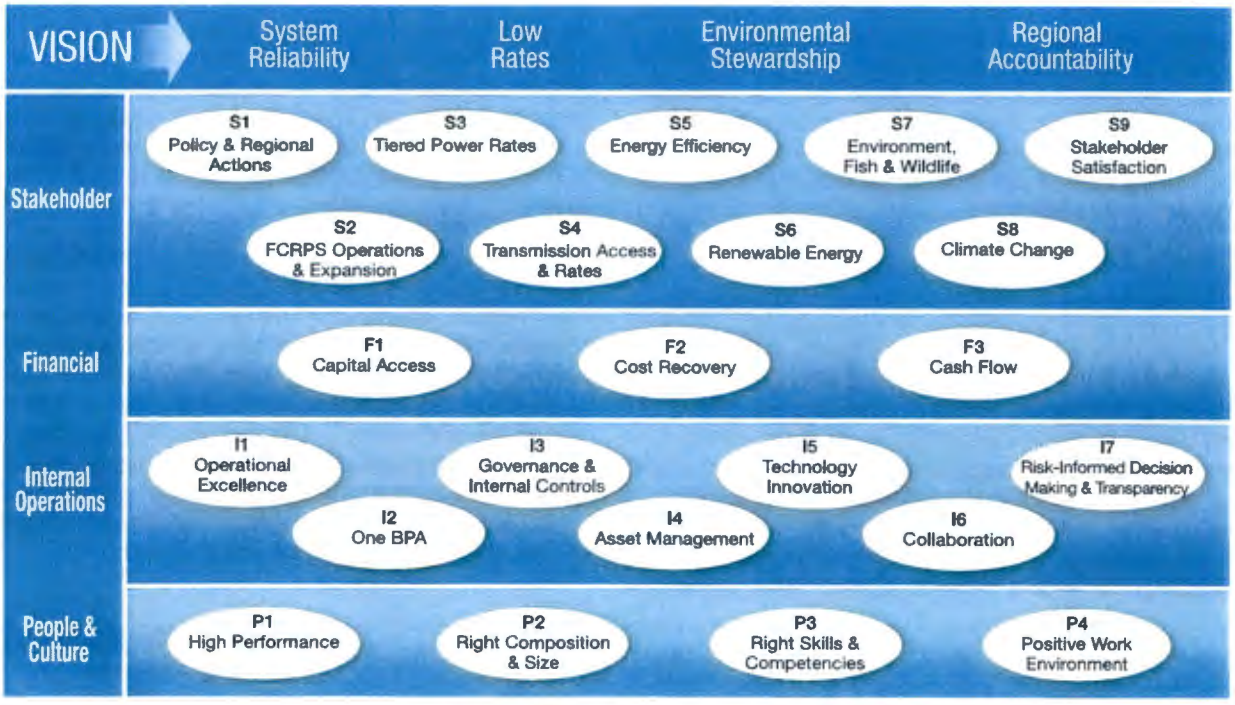
Trustworthiness grows out of a collaborative approach to relationships. Internally we must collaborate across organizational lines to maximize the value we bring to the region. Externally we work with many stakeholders who have conflicting needs and interests. Through collaboration we discover and implement the best possible long-term solutions.

## Operational Excellence

Operational excellence is continuously improving the way we do business to produce more efficient and effective ways of delivering on BPA's mission and vision. Achieving operational excellence will place us among the best electric utilities in the nation.

# Strategic Objectives

Our mission and the four "pillars" of our vision are supported by our strategic objectives. These are the ongoing, long-term outcomes we pursue across all dimensions of our business, external and internal. For details, see "BPA Strategic Objectives" at *www.bpa.gov/go/strategy.*



# Strategic Priorities

To fulfill our vision in the industry and regional environment described, and to sustain the satisfaction of the customers, constituents and tribal governments we serve, the following focus areas are especially vital for 2013-2017. For details, see "BPA Strategic Direction" at *www.bpa.gov/go/strategy.*

## 1. Generation and Transmission System Assets and Value

Preserve and enhance federal generation and transmission assets and the economic, environmental and operational value they produce for the region, while anticipating and adapting to industry developments and regulatory changes.

**Significance:** Our system infrastructure is aging at the same time we face high operational demands from a new era of variable generation and the potential for new market structures and carbon constraints in the West.

**Strategies:** (i) Preserve and enhance system infrastructure through robust asset management and capital investment practices. (ii) Reform transmission Network Open Season and Generation Interconnection policies and processes. (iii) Continue to implement Regional Dialogue power contracts. (iv) Explore new approaches to operating the system and capturing its value (e.g., pumped storage, Demand Response, smart grid, technology innovation, and hydro power sales).

## 2. Columbia River Treaty Review

Recommend a course of action to the U.S. Department of State so that a viable Treaty strategy can be developed with substantial support among basin sovereigns and stakeholders.

**Significance:** The Treaty governs power generation and flood control between the U.S. and Canada and has no definite end date. Beginning in 2024 the Treaty can be terminated. This can only occur with 10 years' advance notice by either country, so preparation for 2014 is vital. Also, the nature of flood control operations will change in 2024.

**Strategies:** Collaborate with the U.S. Army Corps of Engineers to (i) analyze Treaty benefits and (ii) assess how the Treaty affects stakeholders and interests beyond power and flood control (e.g., climate, fish, wildlife, irrigation, navigation, recreation and cultural resources) in order to develop an informed and balanced course of action.

## 3. Energy Efficiency

Meet 85 percent of load growth of regional public utilities through energy efficiency and conservation over 20 years.

**Significance:** Energy efficiency (EE) savings are the most cost-effective solution to meet load growth and mitigate greenhouse gas emissions and costs. EE investments also enable our customers to extend the value of their allocation of low-cost BPA Tier 1 power by deferring the need to purchase more costly Tier 2 power or make other resource acquisitions.

**Strategies:** Capture (i) utility program savings, (ii) market transformation savings and (iii) non-programmatic savings at targeted levels.

## 4. Balancing Capabilities and Resources

Expand BPA Balancing Authority capabilities and customer access to flexible balancing resources in order to support reliability and renewables.

**Significance:** Reliably integrating the output of the region's significant wind fleet is vital and requires expanding balancing capabilities and resources.

**Strategies:** (i) Reduce generation imbalance demands placed on the BPA Balancing Authority (e.g., committed intra-hour scheduling). (ii) Facilitate an increase in the supply of non-federal balancing resources to broaden customers' access to flexibility. (iii) Develop and enhance operational tools and technologies to better manage the deployment of balancing reserves. (iv) Develop power oversupply solutions for high wind and high water events and for hydro operations for fish. (v) Explore potential participation in a regional imbalance market. (vi) Collaborate with the region to increase long-term system adequacy, reliability and cost-effectiveness.

## 5. Endangered Species Responsibilities

Implement hydro, habitat and hatchery actions that effectively and efficiently advance the recovery of listed fish, including salmon, steelhead, sturgeon and bull trout.

**Significance:** Implementing these responsibilities is central to our environmental stewardship in the Columbia Basin and includes biologically effective and efficient mitigation for federal dam impacts on fish, wildlife and cultural resources.

**Strategies:** (i) Drive BPA's "on the ground" actions in hydro and habitat mitigation by continued use of biological performance targets. (ii) Continue to make regional partnerships central to progress in implementing and supporting mitigation efforts. (iii) Clarify future operational and environmental requirements related to ongoing litigation over the federal plan for endangered species compliance for the mainstem dams on the Columbia and Snake Rivers.

## 6. Operational Excellence and Employee Engagement

Foster a culture of deeper operational excellence and employee engagement to ensure that (i) BPA meets the demands of business operations efficiently and effectively through standardized, continuously-improved systems and processes, and (ii) BPA's employee-employer relationships produce high levels of employee commitment and enthusiasm toward our work and deliver better business outcomes for the region.

**Significance:** To advance our strategic priorities and objectives, innovative approaches and solid execution are crucial.

**Strategies:** (i) Provide training, consultation and benchmarking in operational excellence. (ii) Increase engagement through new hiring processes, leadership skills and competency development, and initiatives in high performance for individuals and impact planning for groups.

# Targets

Below are summaries of our Key Agency Targets for FY 2013. For details, go to *www.bpa.gov/go/strategy.*

## Stakeholder Perspective

### SYSTEM PERFORMANCE

#### ★ Transmission System Performance

Keep the lights on by effectively managing transmission system availability, interruptions and reliability.

#### ★ Federal Hydro Performance

Keep the lights on by effectively managing federal hydro generation availability, outages, cost and reliability.

#### Columbia Generating Station Performance

Energy Northwest operates and maintains its nuclear plant within cost and performance targets.

### INDUSTRY ADVANCEMENT

#### ★ Energy Efficiency

Promote and achieve cost-effective energy conservation in the region.

#### ★ Renewable Resource Integration

Develop durable solutions for managing oversupply conditions and increasing available balancing reserves to integrate renewable resources.

#### Columbia River Treaty

BPA and the U.S. Army Corps of Engineers lead the development of a balanced and informed recommendation to the State Department on the future of the Treaty with Canada and effectively engage federal and regional entities and other parties.

#### BPA Rate Case

Develop, propose and establish new wholesale power and transmission rates for the 2014-2015 rate period.

#### Commercial Transmission Policy

Modify Network Open Season and Generation Interconnection policies and processes to support efficient regional planning.

### ENVIRONMENTAL STEWARDSHIP

#### ★ Endangered Species Act Compliance

Protect and enhance the condition of endangered and threatened fish through implementation of the FCRPS Biological Opinion and Columbia Basin Fish Accords.

## Financial Perspective

#### ★ Cost Management

Keep actual total departmental operating costs at or below the start-of-year budget.

#### ★ Capital Access Strategy Implementation

Implement a comprehensive plan for long-term access to cost-effective capital.

#### Adjusted Net Revenue

Realize adjusted net revenue within or above the targeted range.

#### Treasury Payment

Make annual planned payments to the U.S. Treasury in full for the 30th consecutive year.

#### Bond Rating

Sustain high credit ratings on BPA-backed bonds.

## Internal Operations Perspective

#### ★ Reliability Compliance

Meet NERC reliability compliance standards while avoiding high risk violations and submitting Mitigation Plans in a timely manner.

#### ★ Hydro Generation System Infrastructure

Replace and modernize FCRPS hydro generation equipment to sustain reliability and performance.

#### ★ Transmission System Infrastructure

Expand and strengthen the transmission system to meet current and future demands.

#### ★ Grand Coulee Mechanical Overhauls

Meet milestones for a multi-year overhaul of a Third Powerplant generating unit to preserve the long-term value of the federal hydro system.

#### Smart Grid and Demand Response

Collaborate and meet milestones for the regional Smart Grid Demonstration Project, Western Interconnection Synchrophasor Program and Demand Response Business Plan.

#### Cybersecurity

Monitor and improve BPA's overall cybersecurity posture.

## People and Culture Perspective

#### Talent Management

Develop and maintain a BPA workforce with the right size, skills and environment to deliver on agency objectives.

#### ★ Safety

Create and maintain a safe work environment to keep employee and contract staff accident rates low and without fatalities.

# Success Share

Success Share awards for BPA employees are based on successful performance against targets denoted with a star (★) and on achieving the Treasury payment target and at least $5 million in net revenue.

# Appendix 12

**Bonneville Power Administration**
**Disabled Veterans Affirmative Action Program (DVAAP)**
**FY14 Accomplishment Report**

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## I. Executive Summary

In Fiscal Year 2014, veterans and disabled veterans comprised the majority (73.6%) of all new permanent hires into Bonneville Power Administration (BPA), which included an increase in the percentage of disabled veterans (17.2%). This increase was due to the priority placement of many veterans and disabled veterans during the reconstruction process of prior BPA hiring actions.

Veterans also comprised the majority (86.7%) of new Pathways Interns, which included an increase of disabled veterans as Interns (33.3%).

While BPA's overall workforce decreased from the previous year, the percentage of all veterans increased to 25.8% and the percentage of disabled veterans decreased to 4.5%.

BPA's workforce:

| | FY12 | | FY13 | | FY14 | | Change from FY13 to FY14 |
|---|---|---|---|---|---|---|---|
| Total Workforce | 3101 | | 3012 | | 2889 | | -123 |
| All Veterans | 679 | 21.9% | 733 | 24.3% | 745 | 25.8% | +1.5% |
| Veterans with disabilities | 142 | 4.6% | 155 | 5.1% | 131 | 4.5% | -0.6% |
| | | | | | | | |
| Total New Hires | 187 | | 139 | | 87 | | -52 |
| All Veteran New Hires | 44 | 23.5% | 52 | 37.4% | 64 | 73.6% | +36.2% |
| Disabled Veteran New hires | 10 | 5.3% | 16 | 11.5% | 15 | 17.2% | +5.7% |
| | | | | | | | |
| Total New Pathways Interns | 53 | | 22 | | 15 | | -7 |
| All Veterans New Pathways Interns | 2 | 3.8% | 12 | 54.5% | 13 | 86.7% | +32.1% |
| Disabled Veterans New Pathways Interns | 3 | 5.7% | 3 | 13.6% | 5 | 33.3% | +19.7% |

## II. Organizational Structure

A. Mission Overview – BPA's Mission as a public service organization is to create and deliver the best value for customers and constituents while acting in concert with others to assure the Pacific Northwest:

1) An adequate, efficient, economical and reliable power supply;

2) A transmission system that integrates and transmits power from federal and non-federal generating units, provides service to BPA's customers, provides interregional interconnections, and maintains electrical reliability and stability; and

3) Mitigation of the Federal Columbia River Power System's impacts on fish and wildlife.

B. BPA's 2013-2014 Talent Management Strategy focused on a workforce of the "right size and composition, with the right skills and competencies, working in a positive work environment."

BPA's FY 2011-2015 Diversity Program Action Plan is tied to the Talent Management Strategy through three diversity strategic objectives which assisted BPA in reflecting the region's demographics to create an environment which fosters inclusion, respect and encourages the contributions of all employees.

C. Point of Contact – Human Capital Management (HCM) Talent Acquisition Manager Liza A. Rosa (larosa@bpa.gov) and Human Resources Specialist Mary T. Marrs (mtmarrs@bpa.gov).

## III. Strategic Objectives & Goals

A. Utilize eligible and qualified disabled veteran's resumes which are on file for current openings and expedited placement.

B. Increase targeted recruitment at military installations, schools with veteran's organizations, and attend events which focus on military personnel and veterans.

C. Increase the use of non-competitive special appointing authorities for veterans to include Veterans Recruitment Authority, 30% or more disabled, and Schedule A authorities.

## IV. Accomplishments

A. Recruit and Employ

1) Recruitment strategies focused on veterans and disabled veterans for permanent, temporary, student and apprentice positions. Recruitment was conducted throughout Washington, Oregon and Montana and included veteran, military, commercial, university/school, federal and state career and job event venues. The recruitment schedule included:

| Date | Event | Location | Sponsored by | Attendees |
|---|---|---|---|---|
| April 2014 | Joint Base Lewis-McChord Career Day | Tacoma, WA | Joint Base Lewis-McChord | 500+ |
| May 2014 | Veterans Career Fair | Kent, WA | WA King County Veterans Program | 200+ |
| May 2014 | WorkSource Veterans Career Fair | Tacoma, WA | Washington State Employment | 100+ |
| June 2014 | Hiring our Heroes | Roseburg, OR | Dept. of Defense | 100+ |
| June 2014 | Recruit Military Career Fair | Seattle, WA | Recruit Military | 800+ |
| June 2014 | Natural Resources Career Event | Portland, OR | Incight (disability service organization) & US Forest Service | 50+ |
| July 2014 | Hiring our Heroes Career Fair | Springfield, OR | Hiring Our Heroes | 200+ |
| July 2014 | Veterans Hiring Event | Seattle, WA | Washington State Employment | 50+ |
| August 2014 | Hiring Heroes - Joint Base Lewis-McChord | Tacoma, WA | Dept. of Defense | 300+ |
| Sept 2014 | Montana Tech Veterans Group | Butte, MT | Montana Tech | 20 |
| Sept 2014 | WorkSource Disabled Workers | Portland, OR | Oregon State Employment | 200+ |

B. Promote and Develop

1) Seven veterans/disabled veterans participated in BPA's leadership development courses, including "Leadership Essentials," "Leadership Forum" and "Leadership Foundations". Veterans comprised 29% of the participants which included 12% disabled veterans.

2) Conducted informal check-in interviews with all new BPA veteran employees regarding their onboarding experience and transition into BPA.

3) BPA's Military Veteran's Resource Group (MVRG) provided informal support to and networking to BPA's veteran employees regarding deployment, military leave, employment/reemployment rights of uniformed services, career development, training, mentoring along with other resources to assist with the transition into the civilian workforce. The MVRG is part of BPA's Pluralism Council (PC) which functions with the support of the Civil Rights and EEO Office.

4) HCM Human Resources Director convened regular meetings throughout the year with Military/Veterans Resource Groups, to share information and discuss topics regarding BPA's veterans and disabled veterans workforce.

C. Program Oversight

1) HCM Talent Acquisition Manager and the Human Resources Director provided oversight to the program and assigned a Veteran's Program Coordinator.

2) HCM monitored and reported employment data of disabled veterans to U.S. Department of Energy in the quarterly DVAAP and the annual MD-715 Reports.

D. Program Execution

1) BPA operated under the DOE FY14 Affirmative Action Program Plan for Disabled Veterans.

## V. Challenges

A. Between October 2013 and July 2014, the reconstruction of prior BPA hiring actions limited the number of positions which were recruited and filled by other candidates. During this period, there were fewer opportunities to recruit veterans and disabled veterans or to exercise veteran employment authorities to fill vacant positions.

## VI. Plan Certification

This certification indicates that the program is being implemented as required by 5 CFR § 720 and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

A. Designated DVAAP Certifying Official
   1) Brian E. Carter
   2) Human Resources Director
   3) becarter@bpa.gov
   4) (503) 230-4527

B. Designated DVAAP POC
   1) Mary T. Marrs
   2) Lead Human Resources Specialist
   3) mtmarrs@bpa.gov
   4) (503) 230-5320

C. Plan Last Amended (DOE FY14 Affirmative Action Program Plan for Disabled Veterans):

D. Date Effective:

CERTIFYING OFFICIAL SIGNATURE: _____

Date: 10/17/2014

# Appendix 13

**Bonneville Power Administration**
**FY14 People with Disabilities Strategies**

Strategies

1. Establish hiring goal of 2% for people with targeted disabilities (PWTD). Create a plan to hire additional PWTD in order to achieve 2% of its total workforce.

2. Implement the following proactive measures:
   A. Include the goal to increase representation of employees with targeted disabilities in performance standards of managers and supervisors
   B. Hold managers and supervisors accountable for meeting the hiring goal.

Action Taken

1. BPA's Office of Performance Enhancement to partner with internal agency resources to conduct surveys to discern the workforce's overall feelings about PWTDs and calculate the number of employees in that category. In addition, the office of Performance Enhancement plans to increase representation of PWTD in the performance standards of managers and supervisors. The goal will hold managers accountable for attaining a 2% hiring goal for PWTDs by including that goal as an element of the managers' contracts. See Parts I and J for further accomplishments and goals.
2. Increased participation at recruitment events which targeted persons with disabilities and disabled veterans.

# Appendix 14

# POSITIVE WORK ENVIRONMENT TEAM CHARTER

## April, 2014

## *VISION / GOALS*

Increase employees' awareness of BPA resources dedicated to resolving issues in the workplace, and issues that affect the work environment. Increase employees' confidence in resolving issues. Support employees' ability to resolve issues at the lowest level.

## *PURPOSE / ROLE*

Support Elliot Mainzer's goal of a workplace free from harassment, retaliation and intimidation. Raise issues to the appropriate level; notification of "hot spots;" coordinate services; support each other; share lessons learned; track progress; provide education to the workforce; market our programs.

## *MEMBERS*

- Ombudsman, Jackie Shelpman-Woolery
- Employee Assistance Program, Richard Joslin
- Civil Rights and Equal Employment and Opportunity Office, Anthony Jackson and Judy Rush

The *Ombudsman* serves as a neutral, independent, confidential resource for employees who are seeking assistance resolving workplace issues. As a trained neutral or impartial person, she does not take sides and won't serve as an advocate for any specific person in a dispute. The BPA Ombudsman provides coaching/consultation and facilitated discussions as well as referrals to other resources.

BPA's *Civil Rights and Equal Employment Opportunity Office* counsels employees and managers on workplace issues that are perceived as discrimination and/or harassment issues. EEO counselors and the EEO staff serve as neutral third parties.

BPA's *Employee Assistance Program* provides confidential short-term mental health consultation, assessment and professional referral and education for employees and members of their immediate families, including domestic partners. All services are confidential and are provided by licensed professionals. BPA will pay fees for up to six counseling sessions per calendar year. Services are not restricted to work-related problems and include assistance on financial, eldercare, marital, parenting, stress, career changes, and wellness issues. Counselors are located throughout the BPA service area.

## *BUSINESS CASE*

1. Need easier access and navigation of services by managers and employees
2. Need clear roles and responsibilities among service providers
3. Need more consistent application of conflict management services across BPA
4. Easier access, clearer roles and a more consistent application of conflict management services would result in employees' increased productivity, reduced use of sick leave, and reduced use of formal, more costly avenues of problem resolution (e.g. legal).

## *KEY AGENCY STRATEGIC OBJECTIVES*

BPA Core Values: Trustworthy Stewardship, Collaborative Relationships, Operational Excellence and Safety

Agency Strategic Objectives: BPA's positive work environment enables its diverse workforce to do its best work.

## *DELIVERABLES*

Reporting trends (themes and "hot spots") across BPA to sponsors and other managers or executives as issues arise; annual Positive Work Environment report; quarterly written reports to sponsors. The team is committed to reporting urgent issues in a timely manner.

## *OUT OF SCOPE*

This team will not write policy for BPA, such as the Harassment Free Workplace Policy; however, we will be included in any related policy review processes. This team does not provide legal advice or advocate for individuals.

## *SPONSORS*

- Administrator, Elliot Mainzer
- Deputy Administrator, Greg Delwiche
- Chief Operating Officer, Claudia Andrews

Roles of sponsors: help remove roadblocks to the team's stated goals; provide visible support of these programs; provide feedback and clear expectations of this team's mission

## *ANCILLARY MEMBERS*

- BPA Hotline
- Strategic Business Partners
- Employee Relations
- Legal
- Training and Organization Effectiveness
- Talent Sustainment

Roles of ancillary members: help build awareness and educate the workforce of the range of services available to them; provide appropriate referrals; provide data related to the trends they are tracking; provide input to the annual Work Environment Report, including positive and negative patterns across BPA, and suggestions and recommendations for the future.

## *SPONSOR TEAM ACCEPTANCE*

We, the undersigned, affirm our understanding of the scope of the Positive Work Environment team charter and our commitment to achieving successful delivery.

Signature:_____ Date:_____

Elliot Mainzer, Administrator

Signature:_____ Date:_____

Greg Delwich, Deputy Administrator

Signature:_____ Date:_____

Claudia Andrews, Chief Operating Officer

Signature:_____ Date:_____

Jackie Shelpman, Ombudsman, Team Lead

Signature:_____ Date:_____

Richard Joslin, EAP Coordinator, Member

Signature:_____ Date:_____

Anthony Jackson, EEO Program Coordinator, Member

Signature:_____ Date:_____

Judy Rush, Civil Rights Program Coordinator, Member

# Appendix 15

# Bonneville Power Administration

## Mission Critical Occupations and Workforce Treatment Plans
## FY 2015

Date: September 2014

## Introduction

The Bonneville Power Administration (BPA) vision is to be an engine of the Northwest's economic prosperity and environmental sustainability. BPA's actions as a bureau of the Department of Energy advance a Northwest power and transmission system that is a national leader in providing:

- High Reliability
- Low rates consistent with sound business principles
- Responsible environmental stewardship
- Accountability to the region

To deliver on these public responsibilities through a commercially successful business, BPA must invest in its assets. BPA's workforce is the asset that makes it possible to realize the full value of the hard capital assets in the 31 dams of the Federal Columbia River Power System (FCRPS) and the 15,000 miles of transmission lines that comprise the grid. The effective management of this asset, or "talent management", is the effective identification, development, and deployment of talent across BPA. This plan provides an overview of how BPA will work towards mitigating risks to the workforce specifically around occupations that have been identified as the most critical to BPA's mission.

The goal of this installment of the BPA Workforce Plan is to provide Human Capital Management (HCM), the executive leadership team, managers and supervisors with recommendations that will ensure BPA had the workforce it needs to deliver on BPA's strategic business objectives.

This past year, BPA has had limited delegated hiring authority and Human Capital resources were laser focused on meeting required milestones in the BPA and DOE "Get Well Plan" to regaining hiring authority.

Given those constraints, the workforce planning approach this year was to identify Mission Critical Occupations (MCOs) at BPA. An MCO is defined as an occupation which carries out work activities most closely connected to the core functions that fulfill BPA's mission. This work includes both short-term and long-term strategic perspective. The first phase of the MCO identification was intensifying BPA's core functions.

The ten identified core functions are:

- Customer Transactions
- Energy Efficiency & Demand Management
- Environmental Protection/Stewardship
- Infrastructure Preservation and Enhancement
- Load Forecasting and Analysis
- Power Generation Operations
- Power/Transmission Sales & Marketing
- Reliable and Fair Transmission of Power
- Renewable Energy
- Transmission Services Operations

The Function Framework consists of three components as related to each of the core functions. The first component "Core Work" represents the various ways in which a position might perform work that directly impacts a core function (e.g. Operations, Design, Maintenance and Technical Support). The second and third components, "Risk, Compliance, and Policy Alignment functions, (RCPA)" and "Supporting Functions" are functions that provide support to the organization as a whole. These are the functions that ensure BPA personnel have the materials, tools, and resources required to fulfill the core functions in the most efficient, compliant and effective way.

In total, 157 MCOs were identified from across BPA. These 157 MCOs represent an estimated total of 1,245 federal employees and supplemental labor worker positions. This represents about 27% of the total workforce

## Scope for this Plan

BPA's talent management strategy was originally created to develop a more strategic approach to treating risks identified through the enterprise risk management committee. The scope for the plan this year is to continue to execute BPA's Talent Management Strategy by developing of a list of mission critical occupations that would allow BPA to strategically prioritize HCM work. The FY 2015 MCOs and associated Workforce Treatment Plans to support the talent management framework of the Right Size and Composition, with the Right Skills and Competencies, and working in a Positive Work Environment.

## Objectives

- Identify BPA's Core Functions, Core Work, RCPA, and Supporting Functions
- Identify the Mission Critical Occupations at BPA
- Prioritize the short list and focus for FY 2015
- Develop Treatment Plans for Shortlist MCOs

## Analysis of Shortlist Mission Critical Occupations

This phase of the workforce plan identified which among the 157 MCOs represented the highest risk to BPA from a workforce sufficiency perspective (the "Shortlist"). We took a number of factors into consideration to determine this shortlist:

- Are there skill gaps in the MCOs that are jeopardizing the Core Functions of the business?
- Are there a high number of retirements expected in the MCOs that warrant increased recruiting activity?
- Is there high risk of turnover in the MCOs?
- Is the MCO a Hard-to-Fill role for BPA?
- Has the MCO been treated as part of a past BPA Workforce Plan?

The following plan provides strategies and treatment activities that will mitigate identified risks to MCO shortlist occupations and help ensure that BPA continues to have the right skills and competencies needed to deliver on its mission.

It is important to note, with this year's HCM leadership and resource uncertainties, this analysis was not as comprehensive as it ideally should have been. It is strongly recommended that future iterations follow a more robust process in order to fully analyze the set of MCOs and to determine those at highest risk. With the resource constraints experienced in 2014, it is acknowledge that the processes applied could be bolstered. With that in mind and after considering risk factors as a set, we determined the following Shortlist MCOs would be treated in the FY 15 Workforce and Treatment Plan (the results of these risk factors for each of the Shortlist MCOs appear in the table below).

# Ten Shortlist MCOs High Level Segmentation

| Positions | # of Skill Gaps | Number Of Employees | Retirement Eligibility | Hard To Fill | Core Functions |
|---|---|---|---|---|---|
| **Contract Specialists GS-1102-12/13** | 11 at GS-12<br>0 at GS-13 | 74 | 9% FY 15<br>9% FY 17<br>16% FY 19 | Strong Evidence | • Environmental Protection/Stewards<br>• Infrastructure Preservation & Enhancement<br>• Transmission Services |
| **Dispatchers BB-5407** | 0 | 54 | 9% FY 15<br>9% FY 17<br>26% FY 19 | Moderate Evidence | • Environmental Protection/Stewards<br>• Infrastructure Preservation & Enhancement<br>• Transmission Services Operations |
| **Environmental Protection Specialists GS-028-12/13/14** | 14 | 25 | 12% FY 15<br>12% FY 17<br>44% FY 19 | N/A | • Environmental Protection/Stewards<br>• Infrastructure Preservation & Enhancement |
| **Field Electrical/Electronics Engineers GS-850/855-12/13** | 2 | 56 | 11% FY 15<br>11% FY 17<br>30% FY 19 | Strong Evidence | • Reliable and Fair Transmission of Power<br>• Infrastructure Preservation & Enhancement<br>• Transmission Services Operations |
| **IT Specialists (INFOSEC) GS-2210-12/13** | 0 | 10 | 0% FY 15<br>0% FY 17<br>0% FY 19 | Strong Evidence | • Customer Transactions<br>• Energy Efficiency & Demand Management<br>• Environment Protection/Stewardship<br>• Load Forecasting & Analysis<br>• Power Generation Operations<br>• Power/Transmission Sales & Marketing<br>• Reliable and Fair Transmission of Power<br>• Renewable Energy<br>• Infrastructure Preservation & Enhancement<br>• Transmission Services Operations |
| **Occupational Safety & Health Managers GS-018-13** | 0 | 10 | 40% FY 15<br>40% FY 17<br>60% FY 19 | Moderate Evidence | • Infrastructure Preservation & Enhancement<br>• Transmission Services Operations |
| **Physical Biological Scientists GS1301/401-12/13** | 0 | 11 | 18% FY 15<br>18% FY 17<br>27% FY 19 | N/A | • Environmental Protection/Stewards |

| Positions | # of Skill Gaps | Number Of Employees | Retirement Eligibility | Hard To Fill | Core Functions |
|---|---|---|---|---|---|
| **Senior Executive Service ES-340** | 21/17 | 30 | 23% FY 15<br>23% FY 17<br>54% FY 19 | Moderate Evidence | • Customer Transactions<br>• Energy Efficiency & Demand Management<br>• Environment Protection/Stewardship<br>• Load Forecasting & Analysis<br>• Power Generation Operations<br>• Power/Transmission Sales & Marketing<br>• Reliable and Fair Transmission of Power<br>• Renewable Energy<br>• Infrastructure Preservation & Enhancement<br>• Transmission Services Operations |
| **Substation Operators BB-5407** | 0 | 135 | 18% FY 15<br>18% FY 17<br>27% FY 19 | Strong Evidence | • Infrastructure Preservation & Enhancement<br>• Transmission Services |
| **TF District & Regional Managers GS-1601-14/15** | 24/19 | 16 | 19% FY 15<br>19% FY 17<br>50% FY 19 | Strong Evidence | • Infrastructure Preservation & Enhancement<br>• Transmission Services |

# Shortlist MCO Analysis Summary

## Contract Specialists (GS-1102-12/13) – NSS

| Contract Specialists | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 74 | 2.6 | 9% | 9% | 16% | 14 Critical Hires |

The Supply Chain organization recognizes the increased complexity of its business environment, largely attributed to increased regulations, procedures and projected involvement in a number of critical core work activities. The organization is in the process of hiring 14 new employees in order to sustain the workforce where there is consistent churn. Retention has been an issue as both internal and external organizations actively recruit Supply Chain's contract specialists. Due to the inherently governmental nature of the work, this position cannot be filled with supplemental labor workers. The lengthy staffing process and employee training make it difficult to engage employees in succession planning and may inhibit the organization's ability to sustain core work and business objectives.

## Dispatchers (BB-5407) – TOD & TOV

| Dispatchers | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 54 | 3.9 | 9% | 9% | 26% | 5 |

With new initiatives such as Smart Grid, Transmission capital projects, NERC compliance, and the advancement of dispatching tools, there will continue to be challenges to finding and retaining highly skilled dispatchers. Because of an estimated five plus years to train and fully engage a new hire, employing students, supplemental laborer, and term or temporary employees is not an option, instead, the organization is looking to employ more experienced candidates. . Substation Operators have the most preferred skill sets. Currently both Dittmer and Spokane are down several positions. They are planning on filling four Assistant Dispatchers at Spokane and one at Dittmer. An additional request has been submitted for a Generation Dispatcher; they are expecting to make a selection in Fiscal Year 2015. Selecting an experienced Dispatcher for the Generation job will cause another system dispatcher vacancy. Based on projections over the next few years and without intervention, there could be huge impacts to the safety and reliable operation of the power system.

## Environmental Protection Specialist (GS-028-12/13/14) – KEC

| Environmental Protection Specialist/Cultural Resources | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 25 | 4.1 | 12% | 12% | 44% | 5 |

This organization currently has several Environmental Protection Specialist (EPS) vacancies, including the loss of experienced/senior staff at the GS-13 and GS-14 levels as well as a number of individuals eligible to retire in the next five years. It is difficult to recruit for these senior positions because of the high level of technical knowledge and experience required. It typically takes 3-4 years to develop the general knowledge needed, and several more years to develop an expertise in the areas of Hatchery (Pacific NW or Atlantic salmon) and Endangered Species, which is where two of the vacancies lie, and in evaluating the impact of transmission on the environment, which is where the other vacancies are located, along with one vacancy for a senior EPS to address policy and strategic issues. The applicant pool is usually from other Federal agencies and some environmental firms. They would prefer to select multiple individuals from the next vacancy to achieve the variety of expertise.

## Field Electrical and Electronic Engineers (GS-850/855-12/13) – TF

| Field Electrical/Electronic Engineers | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 56 | 2.6 | 11% | 11% | 30% | 15 |

The Transmission Field Electrical and Electronic Engineers are heavily involved in core work related to safe and reliable Transmission system. The electrical and electronics core team are concerned with recruiting and retention issues that have created a large number of district and field engineering vacancies. Transmission has had great success with their student program but struggles to attract journey-level engineers. This increases the risk of system failures due to a lack of experienced staff which could also impact overall compliance and damage BPA's reputation. This next fiscal year, BPA will continue to hire more students through Pathways, recent "Graduate" program, and use the priority consideration process to fill vacancies.

## Information Technology (IT) Specialists INFOSEC (GS- 2210-12/13) – JB

| IT Specialists INFOSEC | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 10 | 3.2 | 0% | 0% | 0% | 2 |

These positions are exposed to extremely sensitive unclassified information and require a high level of network access for these reasons; they are not suitable for temporary, term or student appointments. The work is highly specialized and requires knowledge in Computer Forensics and Information Security. Other desired competencies include: Analytical Ability, Dealing with Ambiguity, and Integrity and Trust. A barrier to acquiring and retaining employees at BPA in this occupation is the very competitive salaries and other monetary incentives that the private sector offers. To attract new employees, BPA may need to leverage recruitment and other pay flexibilities.

## Occupational Safety & Health Managers (GS-018-13) – NF

| Occupational Safety & Health Managers | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 10 | 5.6 | 40% | 40% | 60% | 1 |

The Safety organization administers BPA's safety program and provides counsel and advice to support all employees in the workplace. Occupational Safety and Health Managers are the point of contact for work site reviews and approves safety plans. They conduct inspections, investigations, and make recommendations concerning safe work practices and procedures. It is difficult to staff these positions because of the high level of knowledge and experience related to the high-voltage electrical transmission systems and due to the remote locations of many of the positions. The Eugene/Salem/North Bend location has had a vacancy for almost four years. This occupation faces high departure risk that will have an impact on the Transmission organization. BPA is in the process of filling this position as well as making additional changes to the organization that will allow BPA to change the safety culture in hopes of achieving zero injuries.

## Physical/Biological Scientists (GS-401/1301-12/13/14) – KEP & KEPR

| Physical/Biological Scientists | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 11 | 6.6 | 18% | 18% | 27% | 5 |

Since 2009, the work requirements of this organization have increased and are anticipated to continue increasing in a similar manner over the next five years. The Pollution Prevention and Abatement (PP&A) organization has a wide range of environmental

work activities requiring a broad range of specialized skills. The core skill areas include: Environmental Resources Pollution Prevention & Abatement, Customer/Client Focus Environmental Compliance, Project Management (Technical), Workload Planning, and Teamwork & Support. PP&A has several vacancies. Additionally, it is critical that the department continues its existing employee development and succession planning to minimize the impact of the departing senior & experience staff members.

## Senior Executive Service (ES-340)

| SES | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 30 | 2.0 | 23% | 23% | 54% | 2 Critical Hires |

33% of the BPA Leadership team in either an SES or senior level role on the executive board is in an "acting manager" role. This is a result of the hiring challenges facing BPA, and the inability to permanently fill leadership positions. This dilemma compounds these mission critical positions relative to leadership stability, replacement, development and succession planning. In addition to this risk factor, 30% of our leaders will be eligible to retire in the next two year and 50% of executives in the executive office will be eligible to retire in the next 2 years. These very senior level positions have shown moderate evidence of being hard to fill as well as historically taking a longer time to hire given the multi-layered screening and approval process. However, with specialized recruitment, re-opening the hiring process and successful succession planning BPA should be able to mitigate some of the risks. It is critical to monitor current skill gaps and strengthen the internal talent pool, to minimize the impact of departures and to ensure adequate development of bench strength and capability for these critical roles.

## Substation Operators (BB-5407) – TF

| Substation Operators | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 135 | 3.7 | 5% | 5% | 17% | 8 |

This occupation has strong evidence of being hard to fill. BPA has treated this occupation on past workforce plans due to departure risk and to mitigate impact on the Transmission organization. Efforts to continue hiring apprentices have been successful. It is critical to continue monitoring these jobs and to address adequate staffing levels to address anticipated retirements and journey-level Operators moving into Supervisory or System Dispatcher jobs.

## TF District and Regional Managers (GS-1601-14/15) – TF

| TF District and Regional Managers | | | | | |
|---|---|---|---|---|---|
| n | Avg Time in position (yrs) | Eligible to retire by | | | Identified Vacancies |
| | | FY15 | FY17 | FY19 | |
| 16 | 3.7 | 19% | 19% | 50% | 1 Critical Hire |

During the Skill Gap Analysis focus group assessment, this organization identified a number of skill gaps in the current workforce. There is a link in the skill gaps in part due to the shift in the business model. The new Transmission business model includes increasing responsibility, complexity, reliability and compliance regulations as well as rising safety concerns across the region. DMs and RMs need to engage in more complex business relationships across their districts and regions and with local energy partners in order to collaborate which is required for reliability. In addition to this more strategic view of the Transmission systems

and operations, there are additional market reasons and heightened maintenance needs due to aging equipment which makes this occupation even more critical to BPA and system reliability. These positions have strong evidence of being hard to fill and in the next five years approximately half the DM and RM Managers will be eligible to retire. Recruitment and training efforts must be maintained to ensure workforce continuity in this critical skill occupation.

## FY 2015 Specific Treatment Table

The following table provides information on the proposed treatments for each identified shortlist mission critical occupation.

| Occupation<br>✓ = Treatment | Recruitment | Student Hires | Succession Planning | Training | Supplemental Labor | Other Initiatives |
|---|---|---|---|---|---|---|
| Contract Specialist | ✓ | ✓ | ✓ | ✓ | | |
| Dispatchers | ✓ | | | ✓ | | ✓ |
| Environmental Protection Specialists | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Field Electrical/Electronics Engineers | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| IT Specialists (INFOSEC) | ✓ | | | ✓ | | ✓ |
| Occupational Safety & Health Managers | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Physical Biological Scientists | ✓ | ✓ | ✓ | ✓ | | |
| Senior Executive Service | ✓ | | ✓ | ✓ | | |
| Substation Operator | | ✓ | | ✓ | | ✓ |
| TF District & Regional Managers | ✓ | | ✓ | ✓ | | ✓ |

# Bonneville Power Administration

# Workforce Treatment Plans

**2015 Workforce Plan Treatment Plan for: Supply Chain - NSS** **Occupation** GS-1102 **Title:** Contract Specialist

| | |
|---|---|
| *Risk beyond the threshold* | **Loss of critical skills and new skills requirements**<br><br>About 16% of the 74 contract specialists are currently eligible to leave the Supply Chain (SC) due to retirement or other job opportunities within BPA and beyond. Specialized skills and certification programs are required for contract specialists in order for BPA to procure "best buy" purchases, establish and manage business partnerships, and mitigate claims/protests. The SC has a program in place to address the training and certification needs but may encounter difficulties in filling the pipeline as experienced replacements are difficult to find and entry level positions take significant training time (1-2 years) to become effective. Other federal agencies are now re-hiring annuitants without penalty to fill 1102 positions as well as running open continuous vacancy announcements to more efficiently fill staff vacancies. These positions have strong evidence of being hard to fill due to a nationwide shortage of qualified individuals.<br><br>BPA's ability to take advantage of and compete within the commercial marketplace, while ensuring compliance with dynamic procurement laws and regulations is critical in our ability to deliver on mission objectives. This requires highly skilled contracting specialists/contract officers (CO). |
| *Critical Core Function(s)* | 1. Environmental Protection/Stewards: Operations Work, Maintenance Work, Design Work, Core Technical Support, RCPA Functions, Supporting Functions<br>2. Infrastructure Preservation & Enhancement: Operations Work, Maintenance Work, Design Work, Core Technical Support, RCPA Functions, Supporting Functions<br>3. Transmission Services: : Operations Work, Maintenance Work, Design Work, Core Technical Support, RCPA Functions, Supporting Functions |
| *Current controls*<br>*(Actions already under way to reduce the risk)* | **Recruiting:** In the process of onboarding 14 critical hires – this will help to mitigate this risk, however due to retirement and inability to retain highly skilled Contract Specialist, this ongoing effort will need to continue. The DOE understands this MCO and provides guidance to support Direct-Hire Authority through 2017, given the shortage in this occupation and the need.<br><br>**Training/Development:** Training Needs Assessment completed. Formal training folders and mentoring program established. Development of IDPs for current and new hires to meet Contracting Officer (CO) Certification standards are being put in place as well as offering opportunities for professional development. Managers also make use of strong formal mentoring and on-the-job training to develop staff.<br><br>Contract Specialist training/certification is generally through supply chain sponsored training contracted for in-house and individual off-site training as specified by the Bonneville Purchasing Instructions for CO Certification. |

Contracting has established a full-time Training Officer to ensure CO and Contracting Officer Technical Representative (COTR) training needs are met and tracked. Annually all COs attend a 3-day Training Symposium in the Fall and receive additional focused training as performance trends identified by the in-house Quality Assurance program are passed on to the Training Officer.

**Succession planning**: Monthly staff meetings, Subject Matter Experts conduct Train the Trainer activities to transfer knowledge

*Barriers to current controls*

**(Plan, Roles and Responsibilities, Time, Resources, Sponsorship, Resistance, etc.,)**

- Process improvement, day-to-day and urgent work takes precedent and allows very little time for senior staff to transfer knowledge to others.
- The 1102 Series is considered a "professional series" due to its education requirements (GS-5-12 requires bachelor degree or completed 24 semester hours of coursework in certain business-related fields; GS-13 and above requires both).
- Significant on-the-job training is required as it can take up to 1-2 years before an entry level CO is effective.
- Filling 1102 vacancies continues to challenge, with the latest hiring cert taking 60 days to be received, and then when selections are made several weeks or longer for offers to be made. This results in large numbers of declinations of the highest qualified candidates due to taking advantage of employment offers elsewhere.
- Significant loss of 1102 staff to other internal organizations within BPA due career path opportunities in other organizations, depth breath of work to advance, and necessary educational requirements.

*Treatment Objectives*

Staffing strategy and retention and engagement tools to provide pipeline and keep 1102s already in the Supply Chain. Having the right number of highly skilled and diverse contract specialists and in the pipeline that can compete for higher graded CO positions and build bench strength to assure workforce continuity in the area of Supply Chain to fill workforce gaps for the agency.

(1102 experience cut across a variety of areas including Contracts & Strategy, Materials Acquisition, Service Acquisition, Grants and Agreements and Construction.)

NOTE: "DOE Acquisition Human Capital Staffing Model" date July 18, 2013, that shows that the 1102 Contract Specialist occupation will continue be regarded as a critical, shortage category occupation through FY2017. In addition, because the 1102 Contract Specialist is regarded as a critical, shortage category occupation, that occupation is not eligible for early outs and buyouts as long as the shortage exists. (August 19, 2013 DOE Memorandum from Kenneth T. Venuto, Director Office of Human Resources Management).

***Action Plan: Hire, train and retain highly skilled, knowledgeable and diverse Contract Specialists and bolster the pipeline for higher level positions to assure workforce continuity for the Agency.***

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| *1. Recruitment Strategies via Students Hires* | • SC Management to consider hiring students for FY 2016. Discuss this option and partner with HCM Student Program Coordinator for Pathways to determine feasibility.<br>• SC Management set up discussion with HCM before Q3 of 2015 to plan for 2016.<br>• Continue with specialized recruitment and in collaboration with HCM Recruitment and Staffing. | Management team in SC | In partnership with HCM Recruitment and Staff Specialists | • Students are cost effective and create a solid pipeline however they do impact FTE and Budget.<br>• Continue to leverage Supplemental Workers with experience on Contract Management. |

**2015 Workforce Plan Treatment Plan for: Supply Chain - NSS** **Occupation** GS-1102 **Title:** Contract Specialist

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| **2.** *Develop IDPs for current and new employees to close skill gaps at all levels up to GS-12* | • Development of IDP for new employees that continues to build highly skilled contract specialists IDPs developed as new employees come on board.<br>• Develop IDP with current employees. Plans will identify skill gap areas that need to be addressed and the necessary training needed to close those gaps. (SC Managers track annual process as needed & determined by current level of skills and needs). | Management team in SC | SC Training Budget | • Training needs to be a core focus and if the training budget can be slashed this stops being the focus.<br>• As a part of the order to be warranted all CO are required to complete Certifications |
| **3.** *Run Open Continuous Vacancy Announcements while leveraging Direct-Hire Authority* | To Be Determined if supply chain will utilize in FY 2017. Supply Chain has direct hire authority and so SC Mgmt. should consider before 2017. See Note.<br><br>Note: Direct-Hire Authority for Acquisition Positions. Policy Guidance Memorandum #9 because of the National Defense Authorization Act of 2013 extended the expiration of this authority through 9/30/17. "DOE Acquisition Human Capital Staffing Model" date July 18, 2013, that shows that the 1102 Contract Specialist occupation will continue be regarded as a critical, shortage category occupation through FY2017. | Management team in SC<br><br>HCM Staffing Specialist | HCM Staffing Specialists | Running an open & continuous vacancy can be a labor intense process with maintenance spent on keeping the applicant inventory up to date/accurate. Often, highly qualified applicants are no longer available when vacancies occur and Supply Chain management should partner with HCM to determine how best to approach if SC Management determines it wants to proceed. |

**2015 Workforce Plan Treatment Plan for: Supply Chain - NSS** **Occupation** GS-1102 **Title:** Contract Specialist

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| ***4. Complete COTR Certification program*** | • All CO successfully progress through the three level certification program,<br>• CO's complete refresher course to maintain certification as needed.<br>• SC Manager tracks certification of staff. | SC Mgmt. team | Training Officer in charge of purchasing/property governance | |
| ***5. Succession Planning*** | • Continues to implement the Knowledge Transfer plan for Critical Skill Experts (CSE) in Supply Chain.<br>• Conduct monthly training sessions where SMEs share knowledge and transfer knowledge across CO's especially relative to federal regulations and compliance.<br>• Managers continue to make use of strong formal mentoring and on-the-job training to develop staff and to support retention. | Management team in SC | HCM Consultation as needed. | Training budgets are limited but critical in retaining and getting CO's to full performance.<br><br>Due to the increased and varied skill set requirements, ongoing knowledge transfer sessions are important. |

**2015 Workforce Plan Treatment Plan for: TOD & TOV** | **Occupation** BB-5407 | **Title: System Dispatcher (Assistant, Generation, Outage, Relief, Senior)**

| | |
|---|---|
| *Risk beyond the threshold* | **Loss of critical skills and new skills requirements**<br>About 26% of the Dispatchers are eligible to retire over the next five years and in some cases percentage is higher for specific locations and types of dispatchers. It is very difficult to hire qualified Dispatchers externally to BPA. BPA Substation Operators have the most preferred skill set and have a higher success rate of completing the Assistant Dispatcher training program compared to external hires. Due to the hiring constraints both control houses are down the number of dispatchers required to do the work and without immediate intervention there could be critical impacts to safety and reliable operation of the power system and system sustainability. |
| *Critical Core Function(s)* | 1. Load Forecasting and Analysis: Operations Work, Core Technical Support, Supporting Functions<br>2. Reliable and Fair Transmission of Power: Operations Work, Core Technical Support, Supporting Functions<br>3. Transmission Services: Operations Work, Core Technical Support, Supporting Functions |
| *Current controls*<br>*(Actions already under way to reduce the risk)* | **Recruiting:** Using the Bid List allows Substation Operators to bid Assistant jobs. Dispatchers use the Bid System to laterally bid or receive consideration for promotions into other Dispatching jobs or move to desired location.<br>**Training/Development:** Transmission Field organization with BPA continuing to start a new class of Substation Operator Apprentices to support feeder pool of Dispatcher jobs<br>Offer Job Shadows to allow Substation Operators as well as other apprentice programs the opportunity to view the day to day operations from journey level dispatchers |
| *Barriers to current controls* | • Shift Work<br>• FTE and budget limitations<br>• Lack of qualified SO bidding Assistant jobs |
| *Treatment Objectives* | Sufficient diverse Assistant and journey level employees to assure an adequate and diverse pipeline to fill vacated jobs and ensure workforce continuity to achieve safe and reliable transmission system. |

***Treatment Performance Measures:***

- Success in hiring highly qualified and diverse candidates through the vacancies and via the bid list process
- Sufficient training in order to develop the capability and to increase the depth of the talent pool and skills in journey level Dispatchers for both Vancouver & Spokane locations
- A pool of highly qualified internal applicants ready to compete for and move into Relief, Outage, Generation and Senior Dispatch jobs

***Action Plan: An adequate and diverse pipeline to fill vacated journey level and support the feeder applicant pools for Chief SO and Dispatcher jobs.***

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *INITIATIVES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|---|
| ***1. Hire Assistant Dispatchers off the Bid List*** | • SBP to collaborate with management to identify the number of Assistant Dispatchers needed per location.<br>• Review bidders and determine applicants that require rating & ranking throughout calendar year.<br>• Issue Bid List certificates throughout calendar year to fill dispatcher vacancies | | Management team in TOD/TOV | • HCM<br>• FTE and TO budget | |
| ***2. Sufficient training capability to develop Assistants Dispatchers*** | • Transmission SBP partners with TOD/TOV management to assess and identify needed skill set and training needs.<br>• Training needs assessed and capabilities determined by Q1 of 2016. | | Management team in TOD/TOV | HCM | Check with Ted & Rich to verify they have enough resources for training assistants |

| *ACTIONS* | *MILESTONES* | *INITIATIVES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|---|
| ***3. Document and Recruit for Assistant Dispatcher Trainees*** | SBP will assess with Mgmt. in TOD/TOV for the need to recruit externally dispatchers in FY 2016.<br>Develop recruitment plan in collaboration with the SBP and recruitment in HCM before Q1 of 2016.<br><br>Recruitment plan will include:<br>• Recommendations from NHQ staffing on where and how best to recruit<br>• Review Job Standard to identify any needed updates<br>• Strategy to support an increase diversity applicant pool. | | Management team in TOD/TOV | HCM – Recruitment and Staffing Specialists<br><br>Strategic Business Partner | In FY15 we have enough internal bidders to fill vacancies so recruitment efforts will look into 2016. |
| ***4. Training Plans*** | Develop training plans for employees identified in training needs assessment to increase capability and skill sets in this specific occupation.<br>Examples of training identified:<br>• NERC Certification CEH<br>• Technical training with new equipment or system<br>• Technical training associated with needed skill set primarily DSHers | | Management team in TOD/TOV | HCM | Training needs assessment completed and will use data to inform where there are capability and/or training gaps and to be addressed in individual training plans for this occupation. |

**2015 Workforce Plan Treatment Plan for: Environmental Planning & Analysis - KEC**

**Occupation** GS-028

**Title:** Environmental Protection Specialist

| | |
|---|---|
| *Risk beyond the threshold* | **Loss of critical skills and new skills requirements and new knowledge needed due to retirements**<br><br>About 44% of the environmental protection specialists (EPS) are either currently eligible to retire or will be in the next five years. The work requires professional training and experience which can be hired, it is not always easy to recruit and it typically takes 3 to 4 years to develop the general knowledge and experience required. With such a high percentage of professionals eligible to retire, the focus on acquiring new knowledge and skills to replace due to retirement and churn must be addressed.<br><br>This organization currently has multiple EPS vacancies which directly impacts the ability to conduct required environmental compliance for BPA actions. The work required across these occupations must address evolving regulations, policies, and information, and more rigorous environmental protection requirements and challenges are occurring in the areas of environmental compliance for fish hatcheries (e.g., for salmon and steelhead), for Endangered Species issues generally, and for evaluating and addressing the impact of transmission infrastructure on the environment. The current workload and hiring constraints have prevented development of enough understudies for the experts. |
| *Critical Core Function(s)* | 1. Environmental Protection/Stewards: Operations Work, Maintenance Work, Design Work, Core Technical Support, RCPA Functions, Supporting Functions<br>2. Infrastructure Preservation & Enhancement: Operations Work, Maintenance Work, Design Work, Core Technical Support, RCPA Functions, Supporting Functions |
| *Current controls (Actions already under way to reduce the risk)* | **Recruiting:** Plan on additional recruitment for multiple EPS. Advertise and make multiple selections. Have utilized details from other federal agencies. EPS staff often come into the organization in a supporting role as supplemental labor, and become experienced enough to apply on federal vacancies after several years.<br><br>**Training/Development:** Training Needs Assessment completed. New staff members are partnered with senior staff, on the job training, shadowing and details.<br><br>**Succession planning**: Management has identified critical skills and the plans to work through the knowledge transfer will new hires<br><br>Additionally, manager reports that they had been working on an additional supervisory position that included rotating potential candidate's as well developmental opportunity in anticipation of the vacancy. In addition, team lead positions are under consideration for development to help provide succession planning support for eventual capacity to enter into supervisory roles. |

*Barriers to current controls*

**(Plan, Roles and Responsibilities, Time, Resources, Sponsorship, Resistance, etc.,)**

- Day-to-day and urgent work takes precedence and allows very little time for senior staff to transfer knowledge to others within the organization and/or across KEC.
- Unable to use FTE for entry level positions due to growing workload and the level of complexity of mainstream work.
- Loss of experienced/senior staff at the GS-13 and GS-14 levels as well as a number of individuals eligible to retire in the next five years. As we lose senior staff to other Federal agencies, or the private sector offering higher grades/salaries, KEC is unable to compete and or hire due to recent hiring constraints.
- Supplemental workforce not able to manage the contract workload or undertake the significant representational work with regulators and other stakeholders that the environmental compliance work requires.
- Limits on FTE means insufficient staffing to provide for mentoring (typically most successful when a junior staff paired with a senior staffer for a period of time).

*Treatment Objectives*

Right number of highly skilled and diverse environmental protection specialist to manage the workload and transfer knowledge from senior employees to assure workforce continuity for the Agency.

*Treatment Performance Measures:*

- Success in hiring highly qualified and diverse candidates once vacancies are opened up again
- Highly qualified internal applicants pool ready and able to compete for senior staff level positions when open
- Use of succession planning methods and IDPs to target skill gaps

***Action Plan: Right number of highly skilled and diverse Environmental Protection Specialists and the bench strength of internal employees ready to compete for senior positions to assure workforce continuity for the Agency.***
**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|

**2015 Workforce Plan Treatment Plan for: Environmental Planning & Analysis - KEC** **Occupation** GS-028 **Title:** Environmental Protection Specialist

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| *1. Develop Recruitment Plan*<br>*2. Student Hires* | Develop recruitment plan to include:<br>• Partner with NHQ and identify ways to utilize and/or recruit students through the Pathways program.<br>• Attend college fairs and as well as other events such as Peace Corps Hiring and National Environmental Health Association Conference<br>• Reaching out to College and Alumni job boards for top environmental degree programs<br>• Use information to focus on students with educational programs that include hatchery and ESA knowledge or recent Grad.<br>• Reaching other federal agencies & regulatory agencies to take advantage environmental package for job postings<br>o National Association for Environmental Professionals<br>o Equal Opportunity Employment – Environmental issue | Management team KEC | HCM – Recruitment and Staffing | Specialized need for expertise in hatchery programs, and for Endangered Species Act experience with hatcheries and listed fish; special need for experience with the environmental issues and impacts of transmission infrastructure, including transmission lines and substations. Also a need for senior EPS with significant expertise with National Environmental Policy Act compliance to help on the more complex and/or difficult environmental analyses, including evaluations of entire programs and policies rather than projects. |

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| ***3.** Develop IDPs for current and new employees to close skill gaps* | • KEC Management team identifies skills gaps by 2nd quarter annually and uses this information to update or modify IDPs for current employees as appropriate.<br>• All new employees have an IDP in place, with consideration of the skills gaps, by the end of their first year at BPA. | Management team in KEC | • Training Budget<br>• In partnership with HCM | Skills gaps can fluctuate depending on new and emerging environmental protection issues (e.g., new species listings, new techniques for mitigation) requiring frequent updates and fine tuning of IDPs. |
| ***4.** Develop Succession Plans* | • Complete an evaluation of the use of Team Lead positions to help provide staff experiences with some aspects of leadership and provide job experiences with broader problem solving.<br>• Evaluation completed by the KEC leadership team by Q4 of 2015.<br>• Develop & resource succession plans based on identified gaps and capabilities and areas of single points of failure – complete on an annual cycle. | Management team in KEC | In partnership with NHQ Staffing to determine effective use of Team Leads. | |
| ***5.** Continue to use Supplemental Labor (SL) to mitigate the gap in workload* | • Review the current use of supplemental labor to meet the current workload.<br>• With the KEC Leadership team determine how to effectively use contract workers to complete the work – discussions to occur during | Management in KEC | SLMO | Challenge is to continue using SL where appropriate despite limitations on ability to serve as COTRs and to avoid situations requiring inherently governmental work. The SL workforce has served as a |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | staffing plan session (annual staffing planning session). | | | good "farm team" for recruitment. |

**2015 Workforce Plan Treatment Plan for: Transmission Field Engineers –TF** **Occupation** GS-850/855 **Title: Field Electrical & Electronics Engineers**

*Risk beyond the threshold*

**Loss of critical skills and new skills requirements**

About 30% of the 56 Field Electrical & Electronics Engineers are eligible to retire over the next five years and in specific locations the eligibility is 100%. Recruitment & retention issues have caused a large number of district and field engineering vacancies. This increases the risk of system failures due to shortage of staff and lack of expertise which could result in compliance vulnerabilities and damage to agency reputation or loss of service. This occupation has been a MCO since 2009 and needs to continue to be one.

*Strategic Objective(s)*

1. Infrastructure Preservation & Enhancement: Operations Work, Maintenance Work, Design Work, Core Technical Support, RCPA Functions, Supporting Functions
2. Reliable and Fair Transmission of Power: Operations Work, Maintenance Work, RCPA Functions, Supporting Functions
3. Transmission Services Operations: Operations Work, Maintenance Work, Core Technical Support, RCPA Functions, Supporting Functions

*Current controls*

*(Actions already under way to reduce the risk)*

**Recruiting:** Outreach to targeted schools out in the districts where the staff will be duty stationed and use of student programs to increase representation in qualified applicant pools; Leverage priority placement and priority consideration to build bench.

**Training/Development:** The student programs have helped mitigate some of the risks. However, it takes two to four years for an individual to gain the required knowledge and experience after graduation. Students have rotated through various engineering programs and groups while in the Program. Students are now going to be stationed initially in locations where there is sufficient level of expertise to provide quality field training.

Utilize supplemental workforce.

*Barriers to current controls*

- Day to day work taking precedence over knowledge transfer and development of replacements.
- Remote locations are not as attractive at times and difficult to retain the skills & knowledge needed (and length of time to develop)
- FTE and budget limitations
- Efforts to recruit & retain engineers especially in the Transmission Field organization, and has been classified as Hard To Fill
- Grade level limitations and competitive pay for senior engineers, especially in the Transmission Field organization

results in many seeking higher graded positions only available in other transmission organizations and located in more urban locations.

| | |
|---|---|
| *Treatment Objectives* | Right number of highly skilled and diverse 850/855 professionals to fill vacated jobs and assure workforce continuity to achieve safe and reliable transmission system. |
| *Treatment Performance Measures:* | • Success in hiring highly qualified and diverse candidates for 850/855 field locations<br>• Success in retaining 850/855 in the field once hired and trained<br>• Succession plans for targeted critical skill experts are documented and resourced<br>• Highly qualified internal candidates are ready to compete for these positions as the critical skill experts retire. This requires overlap of staff ahead of retirement and proactive approach |

***Action Plan:*** **An adequate and diverse pipeline to fill vacancies and support the feeder applicant pools for senior level electrical/electronic engineering positions through BPA Transmission System.**

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| ***1. Student Hires***<br>***2. Veteran Hires***<br>***Update Recruitment Strategy*** | • Review and assess current recruitment strategy – need for specialize recruitment verified as well as methods of recruitment identified. Assessment of strategy is shared, reviewed and approved by the TE/TF Management team in collaboration with NHQ Recruitment and Staffing by Q2 of 2015.<br>• HCM Recruitment to research additional professional networks for | Management team and Critical Skills Experts in TE/TF<br><br>HCM Recruitment and Staffing Experts.<br>(Heather Bain and NHQ | • HCM<br>• T SBP<br>FTE and TF budget | Continued risk with this occupation over the years and so the need to assess the recruitment strategy is deemed necessary to ensure the identified strategies will |

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| | strengthening specialized recruitment strategies that can be leveraged during 2015-2016 hiring cycle. Keep T Management and T Strategic Business Partner involved on this milestone. The following are some organizations & events to be considered:<br>o National Society of Professional Engineers<br>o Society of Women Engineers<br>o Institute of Electrical & Electronic Engineers<br>o American Association of Blacks in Engineering<br>o Association for Electrical Engineers Pacific NW<br>o Military Transition Assistance Program<br>o Hiring Our Heroes | Staffing) | | support long term results. |
| | • Meet with NHQ Student Coordination to determine how best to target and hire students and develop the recent "Grads" program tailored for field locations. Meeting with Transmission SBP, T Student Coordination Board and TE/TF Management occurs by Q3 of 2015. | TF management, NHQ staffing | | |
| | • Update 850/855 specialized | | | |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | recruitment plan and strategies approved by management and HCM and put into place before the start of 2016. | | | |
| | • TE/TF/TP Managers work with Veterans Coordinator to identify strategies to more effectively leverage veteran hire authorities and processes. Meeting to be scheduled with Mary Marrs, the Veterans coordinator at a mutually agreed upon time with T Management. | | Mary Marrs, Veterans Employment Coordinator | |
| | • Revisit restructuring alternatives that the TF management and former HR Business Partner developed in FY 13 in regards to delivering engineering services out in the field. | | Colleen Fields was lead on project; should continue to be involved | |
| ***3. Supplemental Workforce*** | • TE/TF/TP Management continues to partner with SLMO to leverage contract workers to supplement BFTE to ensure system reliability. | Management team in TE/TF/TP | SLMO<br>HCM | Partner with SLMO to hire VETS |
| ***4. Engage additional compensation tools if necessary to sustain adequate staffing balance.*** | • Consider Federal compensation tools – working with HCM, identify compensation strategies or tools that can be leverage to support hire and retention of 850/855 Engineers for the Field.<br>• Work with HCM to identify options if necessary to bolster hiring and recruitment for this occupation in the | Management team in TE/TF/TP | HCM – Recruitment and Staffing Specialists. | • Hourly employees pay is higher<br>• Lack of dual career ladder (technical vs supervisory) |

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| | field.<br>• Complete an analysis of retention risks to include options for Tier II in Transmission – date of analysis is still TBD and verified with T management if needed. | | | |
| ***5.** Develop Succession Plans* | • Training needs assessment in process and completed by Q4 of 2014.<br>• Identify succession needs in 850/855 occupation in 2015.<br>• Identify the Critical Skills Experts (CSE's) in the role in 2015.<br>• Develop succession plans and in partnership with T SBP and HCM experts to inform succession plans for these positions by Q1 of 2016.<br>• Succession plans reviewed and approved by Transmission Management by Q2 of 2016. * | Management team TE/TF/TP<br><br>*verify with Transmission Management on the timing of the Succession Plans. | HCM consultation<br>Strategic Business Partner support | |

**2015 Workforce Plan Treatment Plan for: Cyber Security - JB** **Occupation** GS-2210 **Title:** IT Specialist (INFOSEC)

| | |
|---|---|
| *Risk beyond the threshold* | **Loss of critical skills and new skills requirements**<br>BPA struggles to attract quality applicants and retain employees because of highly competitive salaries and other compensation. These positions are exposed to extremely sensitive information and are not suitable for temporary, student or supplemental labor. The work is highly specialized and requires knowledge in Computer Forensics, hold a certification in Information Security, knowledgeable Federal Information Security Management Act, Privacy Act, and Freedom of Information Act. Currently the agency has two vacancies. The shortage of IT Specialist (INFOSEC) positions constitutes a risk to the agency given the nature of our business. |
| *Critical Core Function(s)* | 1. Customer Transactions: RCPA Functions, Supporting Functions<br>2. Energy Efficiency & Demand Management:: RCPA Functions, Supporting Functions<br>3. Environmental Protection/Stewards: RCPA Functions, Supporting Functions<br>4. Infrastructure Preservation & Enhancement: RCPA Functions, Supporting Functions<br>5. Load Forecasting and Analysis: RCPA Functions, Supporting Functions<br>6. Power Generation Operations: RCPA Functions, Supporting Functions<br>7. Power/Transmission Sales & Marketing: RCPA Functions, Supporting Functions<br>8. Reliable and Fair Transmission of Power: RCPA Functions, Supporting Functions<br>9. Renewable Energy: RCPA Functions, Supporting Functions<br>10. Transmission Services Operations: Supporting Functions |
| *Current controls*<br>*(Actions already under way to reduce the risk)* | **Recruiting:** This position is Hard to Fill and is on a government wide direct hire authority.<br>**Training/Development:** The manager reports strong use of informal mentoring and on the job training and the majority of the employees are highly skilled. |
| *Barriers to current controls* | **(Plan, Roles and Responsibilities, Time, Resources, Sponsorship, Resistance, etc.,)**<br>Retention of experienced staff due to compensation and competing offers from outside the government.<br>The private sector and the rest of government are also actively recruiting for these unique skills and the salary may be inadequate to recruit the level of capability required and stiff competition for resources across the federal sector.<br>Resources have been unavailable to do the specialized and extra targeted recruiting these positions.<br>Ongoing need to transfer IT knowledge internally with day to day urgent work takes precedent over competing this knowledge transfer process while keeping ahead of the technical, software and business skills needed in this dynamic |

| | |
|---|---|
| | and ever changing INFOSEC environment. |
| *Treatment Objectives* | Acquisition of the right number of highly skilled, knowledgeable and diverse IT Specialists to manage the workload to assure workforce continuity for the agency and security of the INFOSEC systems and requirements. |
| *Treatment Performance Measures:* | Success in hiring highly qualified and diverse candidates for IT Specialist (INFOSEC) vacancies<br><br>IT has the Cyber Security expertise it needs to assure compliance with national security regulations and information security.<br><br>Increase the average retention in the JB organization from current average of three years |

***Action Plan: Acquire the right number of highly skilled and diverse IT Specialist and pipeline in IT to assure workforce continuity for the agency.***

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| *1. Develop Recruitment Plan* | • Update and create specialized recruitment plan for this occupation in collaboration with HCM Recruitment and Staffing specialists. Identify specialized INFOSEC recruitment strategies by Q3 of 2015.<br>• Continue to leverage the current federal direct hire authority. HCM Recruitment and Staffing Specialist discusses with JB management as a possible option | JB Mgmt. team<br><br>HCM Recruitment and Staffing Specialists<br><br>*confirm implementation dates with JB Manager (Gary Dodd) and | In Partnership with HCM NHQ | JB Budget<br><br>JB Mgmt. team identified the following competencies: Target the following competencies: Computer Forensics, Information Security, Analytical Ability, Dealing with Ambiguity, and |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | by Q2 of 2015. | HCM Recruitment. | | Integrity & Trust |
| | • Determine a recruitment plan and associated strategies for this MCO by Q1 of 2016 and approved by JB management team. * | | | |
| **2.** *Engage additional compensation tools to sustain adequate staffing balance.* | • Identify special salary and other compensation incentives or tools to narrow the gap in hiring skilled knowledgeable INFOSEC specialists with the private sector.<br>• JB Mgmt. Team and SBP to identify the appropriate timeframe to discuss | JB Mgmt. team<br>SBP | HCM Staffing Specialists | JB Budget |
| **3.** *Employee Training* | • Mgmt. team in JB work with employees to develop individual training plans to identify needed and required training for staff to bolster specialized skills within incumbent staff.<br>o Blackhat Training<br>o SANS Technical Training<br>o DefCon Conference<br>• Identify other methods of transferring IT knowledge across | JB Mgmt. team | HCM Consultation with NHT as needed to close employee and workforce gaps. | • Training Budget<br>• Training Assessment Completed in Q4 of 2014. |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | INFOSEC team in order to have a stable set of skills when needed. Timing of this activity will be determined by JB managers and balanced with critical work priorities to keep IT infrastructure secure and mitigate information breach. | | | |
| ***4. Succession Planning*** | • Responsible managers where expertise is in jeopardy works with HCM to determine how best to develop and then implement succession plans as needed for the JB Organization.<br>• Timing of this activity is TBD and balanced with real time operational work needed to keep the IT infrastructure and official information safe & secure and retirement eligibility data. | JB Management<br><br>In consultation with HCM and Strategic Business Partners | | • In prior workforce planning efforts, IT Specialists (2210) were identified as a MCO in 2008 and 2009 with a need to develop formal succession plans. MCO identified in TO in Systems Operations with additional challenges to retain due to candidates willing to do shift work.<br>• Consider using Pathway to bring |

**2015 Workforce Plan Treatment Plan for: Cyber Security - JB**

**Occupation** GS-2210

**Title:** IT Specialist (INFOSEC)

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | | | | in Graduate Students on board at lower levels and building internal IT Specialist skills over time and internally and to convert over time, if successful. |

**2015 Workforce Plan Treatment Plan for: Safety - NF** **Occupation** GS-018 **Title:** Occupational Safety and Health Manager

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|---|---|
| *Risk beyond the threshold* | **Loss of critical skills and new skills requirements**<br>About 40% currently eligible and increasing to 60% of Occupation Safety & Health Managers will be eligible to retire in the next five years. These positions are difficult to fill due to the required high voltage knowledge required to work in energized facilities. The isolation of working in the field is another factor in filling vacancies. This organization has had a vacancy for almost four years and at risk is the agency's ability to effectively manage mission critical and support activities required to achieving the critical core functions of the agency. |
| *Critical Core Function(s)* | 1. Infrastructure Preservation & Enhancement: Core Technical Support, RCPA Functions, Supporting Functions<br>2. Transmission Services Operations: Design Work, Core Technical Support, RCPA Functions, Supporting Functions |
| *Current controls* *(Actions already under way to reduce the risk)* | **Recruiting:** The applicant pool is typically internal hourly employees because of their knowledge related to high-voltage and they hold the permitted certification to access energized facilities.<br>**Training/Development:** Required certification to work in high voltage and access to BPA energized facilities regardless of actual duty station.<br>Initiatives underway to address issues with the safety culture at BPA to make it everyone's priority and NF is leading this effort through formal, internal training, and conferences.<br>Manager reports utilizing details, usually hourly employees as they have the high voltage experience from working in the field.<br>**Succession planning**: Employees in the field typically are more experienced with high voltage facilities but the Vancouver & headquarter employees hold the same electrical certification. More succession planning is needed but due to FTE limitations and limited resources the plans are not completed. |
| *Barriers to current controls* | **(Plan, Roles and Responsibilities, Time, Resources, Sponsorship, Resistance, etc.,)**<br>• Remote Locations<br>• Financial impacts of changing pay system (hourly to annual) – hourly employees compete for this annual position and compensation limitations creates barrier in ability to fill vacancies.<br>• The level of knowledge related to high voltage transmission systems |

**2015 Workforce Plan Treatment Plan for: Safety - NF** **Occupation** GS-018 **Title:** Occupational Safety and Health Manager

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|---|---|
| *Treatment Objectives* | Right number of highly skilled, and trained, Occupational Safety and Health Managers to complete the work in remote locations to assure workforce continuity and safety across the agency. |
| *Treatment Performance Measures:* | Success in hiring highly qualified and diverse candidates for vacancy.<br><br>Safer environment and BPA's culture shows improvement.<br><br>Succession plans are resourced and in process that enable the organization to continue to develop a cadre of OSHM for the various locations. |

***Action Plan:*** **Right number of highly skilled and diverse Occupational Safety and Health Managers including a source for senior positions to assure workforce continuity for the Agency**.

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| *1. Develop & Document Recruitment Plan* | • Position Classification to be completed in order to determine the appropriate grade level for this kind of work for this occupation classification of this position is still TBD and on hold until Classification can get into the cue with the current hiring backlog.<br>• Recruitment Plan to be completed and should include Career Enhancement options for hourly employees who want to compete for this annual position.<br>• Career Enhancement for hourly employees is further researched and vetted to make it more feasible to get talented employees | • Management team NF<br>• Recruitment/ Staffing Specialist | HCM | • High voltage experience is necessary for the field locations due to the extreme hazards in the energized facilities. BPA hourly employees have the desired knowledge.<br>• SBP will review with NF & NHQ on staffing options for competing position through |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | trained and then qualified for this position. TBD when this activity will be started – confirm with Safety Officer on timing. | | | Career Enhancement and or Development Program |
| **2.** ***Restructure of the organization to create supervisory positions*** | NF Leadership engages in conversation with NHQ Staffing to determine if a restructure and/or reorganization is appropriate to address this current workforce risk. Activity is TBD. | Management team in NF | • FTE & Budget<br>• HCM | FTE Limitations<br>The organization has one Manager & temporary supervisor causing timely decisions etc. |
| **3.** ***Succession Planning*** | Succession plans to be developed to support current workforce risk – process started in Q4 of 2015. (Timing based on hiring and ability to bring in additional Supervisors.) | Management team in NF | HCM consultation | New reorg structure will create better succession planning for higher level positions as well as MCO |
| **4.** ***Student Hire*** | • Management team in NF to consider for FY 2016 hiring an Industrial Hygienist through student Pathways program – bringing in additional support for the OSHMs.<br>• Engage in conversation relative to the Student Pathways Program with NHQ Student Coordinator in early 2016. | Management team in NF | HCM | Limitation with BFTE & Budget. Due to the difficulty of hiring and finding the correct skill sets for the OSHM, NF leadership would consider bringing in an Industrial Hygienist to help alleviate the workload. Industrial Hygienist would not be able to complete all of the same work of the OSHM but could work on |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | | | | those tasks appropriate for their level and provide some relief to the OSHM. |
| **5.** Create new position: Human Performance Specialist | • In partnership with HCM, NF leadership team discusses possibility of new position. Consideration for this new skill set, and how this will fit into NF is still TBD.<br>• Will require additional funding etc. and will work with HR in 2016 after determining FTE headcount. | Management team in NF | HCM | • Limitation with BFTE & Budget<br>• New position that would assist with the culture shift |
| **6.** Training | • Training needs assessment completed by Q4 of 2014.<br>• Develop individual training plans in 2015-2016 for employees to continue to build skills and increase capability. | Mgmt. team in NF | HCM | |

| | |
|---|---|
| *Risk beyond the threshold* | **Loss of critical skills and new skills requirements**<br>Over the next five years the organization has six positions (27%) eligible for retirement. These vacancies will include several senior staff with specific professional and technical skills. This occupation has critical specialized work areas that need to be addressed for succession planning. The organization is interested in filling some of their entry or mid-career positions externally or using the Pathways student program. They intend to fill their senior District positions from within the organization. |
| *Critical Core Function(s)* | 1. Environmental Protection/Stewards: Operations Work, Maintenance Work, Core Technical Support, RCPA Functions, Supporting Functions |
| *Current controls (Actions already under way to reduce the risk)* | **Recruiting:** Fill vacancies ahead of vacancy to allow for training. Target filling positions at entry level and with student or recent Graduate programs.<br>**Training/Development:** Much of the work is done in the field, so tremendous amount of on the job training occurs through mentoring and developmental assignments. In addition, other training in core skill areas are completed and provided as appropriate. External training and growth assignments are provided as needed.<br>**Succession planning**: Continue technical training of existing employees and provide developmental assignments to increase project management skills as well as knowledge transfer of duties associated with District Leads. |
| *Barriers to current controls* | **(Plan, Roles and Responsibilities, Time, Resources, Sponsorship, Resistance, etc.,)**<br>• Remote Field Work.<br>• Work requirement increasing in environmental compliance<br>• Hard to find skills relative to complex environmental issues, and environmental risk management and Comprehensive Environmental Response Compensation and Liability Act (CERLA) issues.<br>• Additional project management skills needed<br>• Staffing levels have dropped but the work has continued to increase |
| *Treatment Objectives* | Right number of highly skilled and diverse Physical/Biological Scientist to manage the workload and transfer knowledge from senior employees to assure workforce continuity for the agency and managing risks and liability associated to environmental impacts and risk management. |

*Treatment Performance Measures:*

- Success in hiring highly qualified and diverse candidates for vacancies
- Highly qualified internal applicants ready to replace senior staff when they separate
- Updated succession plan and implementation of succession plans.

***Action Plan: Right number of highly skilled and diverse Physical/Biological Scientist and adequate level of experience eligible for senior positions to assure workforce continuity for the Agency.***

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| *1. Develop Recruitment Plan* | • In partnership with HCM Recruitment and Staffing (NHQ) explore recruitment strategies that allow KEP to and KEPR to find expertise for this role.<br>• Recruitment planning session scheduled by Q3 in 2015 and after hiring backlog has been adequately managed.<br>• Reaching other federal agencies & regulatory agencies to take advantage professional scientific package for job postings<br>  ○ American Institute of Biological Sciences<br>  ○ American Society for Biochemistry & Molecular Biology<br>  ○ Society for Conservation Biology<br>  ○ National Association for Environmental Professionals | Management team KEP | In partnership with HCM Recruitment and Staffing | |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| **2.** *Pathways Programs* | Develop recruitment plan to include:<br>• Mgmt. Team to partner with NHQ and to utilize and/or recruit student through Pathways program to bring in entry level positions for succession planning & development purposes.<br>• Attend college fairs and as well as other events such as Peace Corps Hiring and National Environmental Health Association Conference<br>• Reaching out to College and Alumni job boards for top environmental degree programs<br>• KEP/KEPR leadership schedules planning meeting with Pathways Coordinator for further discussion and consideration by Q3, 2015. | Management team KEP/KEPR | • In partnership with HCM Pathways Coord. and staffing. | Manager interested in Graduate Intern program |
| **3.** *Develop Training Plans* | • Training needs assessment completed by Q4 2014.<br>• Mgmt. team develops individual training plans using the training needs assessment data to identify skill gaps and recommend activities to close gaps.<br>• Complete training needs assessment for new employees by Q4 2015 and in preparation for 2016. | Management team in KEP | • Training Budget<br>• In partnership with HCM | |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| *4. Develop Succession Plans* | • Develop specific succession plans with new employees onboard and with senior employees before competing to fill District vacancies and ahead of retiring employees. This activity to be completed on an as needed basis.<br>• Update succession plans annually | Management team in KEP | In partnership with HCM | Concerns with classification of District positions and the unintended consequence of interest from experience candidates |

**2015 Workforce Plan Treatment Plan for: Executive Leadership** **Occupation** ES-340 **Title:** Senior Executive Service

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|---|---|
| *Risk beyond the threshold* | **Loss of critical skills and new skills requirements due to the continuing changing internal and external landscape**<br><br>33% of the SES/BPA Leadership team is currently in an "acting manager" role. More than half of the senior leadership team will be eligible to retire in the next five years. These positions have moderate evidence of being Hard to Fill because of unique utility skill set and business acumen needed for Power Marketing Agencies, the Pacific NW mission and the Federal statutory requirements. |
| *Critical Core Function(s)* | 1. Customer Transactions: RCPA Functions, Supporting Functions<br>2. Energy Efficiency & Demand Management: RCPA Functions, Supporting Functions<br>3. Environmental Protection/Stewards: RCPA Functions, Supporting Functions<br>4. Infrastructure Preservation & Enhancement: RCPA Functions, Supporting Functions<br>5. Load Forecasting and Analysis: RCPA Functions, Supporting Functions<br>6. Power Generation Operations: RCPA Functions, Supporting Functions<br>7. Power/Transmission Sales & Marketing: RCPA Functions, Supporting Functions<br>8. Reliable and Fair Transmission of Power: RCPA Functions, Supporting Functions<br>9. Renewable Energy: RCPA Functions, Supporting Functions<br>10. Transmission Services Operations: RCPA Functions, Supporting Functions |
| *Current controls*<br>*(Actions already under way to reduce the risk)* | **Recruiting:** Previously, BPA has successfully recruited to increase representation in qualified applicant pools however, in most of the Executive positions we are only 1 deep or less with internally ready and capable talent.<br><br>**Training/Development:** Implemented new pilot for the development of Executive Succession Management program as well as other Training programs currently offered and focused on leadership development: Emerging Leaders Program, Leadership Foundation Onboarding, Leadership Essentials, Leadership Forum, Executive Excellence resources and DOE Leadership Catalogue and resources for SES development opportunities. |
| *Barriers to current controls* | • Federal SES hire process is challenging and time consuming<br>• BPA hiring constraints resulted in key leadership positions filled by temporary executives<br>• Currently there is an internal the lack of solid bench strength with mature skills<br>• Resources to support robust succession management & executive development related activities |

**2015 Workforce Plan Treatment Plan for: Executive Leadership** **Occupation** ES-340 **Title:** Senior Executive Service

| | |
|---|---|
| *Treatment Objectives* | Sufficient bench strength, capable to compete for SES vacancies to assure executive leadership continuity to achieve BPA mission, vision and strategic objectives. |

*Treatment Performance Measures:*

- Success in hiring highly qualified and diverse SES candidates into leadership vacancies
- Highly qualified internal candidates that are ready and able to compete as executive retire and have the depth of business and leadership skills.
- The Executive/SES board has the skills, expertise, and experience if needed to realign to different organization and offers the agency flexibility to move capable executives across the organization.
- Executive Development Plans (EDPs) in place to target identified development areas.

**Action Plan: An adequate and diverse applicant pool of leaders to fill vacancy and support the feeder applicant pools for senior management positions.**

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| *1. Develop & document recruitment strategy* | • As vacancies for SES positions have been identified, partner with SBP and Executive staffing resources to determine a recruitment strategy. No timeline associated as this milestone is based on an open vacancy.<br>• HCM Recruitment to research additional professional networks and consider | HCM<br>Partners with Business Executive | In partnership with front office | |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | Executive Recruitment Firm as an option which has been successful in previous efforts. The timing of this activity will be coordinated during the announcement. The following are some organizations & Publications to be considered:<br>○ Energy Consortium<br>○ Federal Caucus<br>○ NW Energy Coalition<br>○ NW Public Power Association<br>○ American Association of Blacks in Engineering<br>○ CRITFIC – Columbia River Inter Tribal Fish Commission<br>Publication:<br>○ Energy Executive Publication<br>○ Energy Central /Energy Biz/Energy Pulse<br>○ Energy Efficiency Markets<br>○ PowerGrid International<br>○ Energy Manager Today<br>○ GreenTech Media | | | |
| **2.** ***Development of Executive Development Plans*** | • Recommendation to conduct a leadership skills assessment to identify development needs across executive board. TBD and activity may link to Key Strategic Initiative – TBD and confirm with SBP. | Deputy CAO | In partnership with<br>• Front office<br>• HCM<br>• SES | |

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| | • 2nd Quarter develop EDP - TBD | | • Manager | |
| ***3. Succession Plans*** | • Succession Role Profiles for Development will be created to support Executive Succession. Draft the next set of agreed upon Role Profiles for the Executives and completed by November, 2015<br><br>• Succession planning conversation across the Executive Board occurs during future enterprise board session in 2015. Specific date is TBD.<br><br>Note: Succession planning approach to be aligned with the Executive Succession Management Program. | Front Office | In partnership with HCM relative to the Executive Succession Management Program. | |
| ***4. Executive Board Development*** | • Continue to provide leadership development opportunities and training to build bench and develop a pool of capable and ready GS14s, GS15s and VP able to compete.<br>• Offerings of leadership development opportunities open throughout 2015 – 2016 (e.g., Utility Management, Public Policy, Leadership Forum etc.)<br>• Learning & Development Framework created to support executive development KSI by Q3 of 2015. | Front Office<br>HCM – NHT Organization | Executive Development resources & budget needed. | Development will be aligned to KSI: Management & Culture and leadership capability and competencies. This will be a multi-year focus. |

**2015 Workforce Plan Treatment Plan for: Substation Operations - TF** **Occupation** BB-5407 **Title:** Substation Operators

*Risk beyond the threshold*

**Loss of critical skills and new skills requirements**

About 17% of the 135 Substation Operators (SO) will be eligible to retire over the next five years and in some cases the percentage is higher for specific locations. Journey level positions are the feeder pools for Chief SOs and Dispatchers. Journey level positions are also the feeder pools for the foreman and other positions and they, in turn are the primary source of applicants for other hourly and annual position, craftsmen, TF management, dispatchers so this position is deemed as in need and in short supply. The number eligible to retire is only one factor as there are departures due to internal promotions as well the Chief Substation operators and Dispatchers have a higher retirement profile so having a pipeline with critical skills and experience is mission critical.

The apprentice program for SO is three and a half years long: the other training programs run 2½ to 4 years. With replacement as an industry-wide problem, it is nearly impossible to recruit external candidates at the full performance level as they still need BPA specific training. BPA must keep the pipeline filled to assure workforce continuity in these critical positions and to keep the transmission system reliable.

*Critical Core Function(s)*

1. Infrastructure Preservation & Enhancement: Operations Work, Maintenance Work, Core Technical Support, RCPA Functions, Supporting Functions
2. Transmission Services: Operations Work, Maintenance Work, Core Technical Support, RCPA Functions, Supporting Functions

*Current controls*

*(Actions already under way to reduce the risk)*

**Recruiting:** Outreach to targeted community colleges with qualifying programs, Military Transition Programs (TAP), veteran programs and organizations, and federal agencies to increase representation in qualified applicant pools

Using the Bid List allows SO to laterally move to desired locations and bid for supervisory and other craft jobs

**Training/Development:** Provide a new class and training of Substation Operator apprentices on an annual basis to keep pipeline full to support adequate staffing levels of Substation Operators in order to meet system workload demands, and to supply a qualified talent pool to backfill advanced craft vacancies such as Chief Operator, Dispatcher, Safety Manager, Work Planner/Scheduler, and Operator Instructor jobs.

*Barriers to current controls*

- Various hard to fill locations throughout BPA service area
- Recruitment program resource limitations
- FTE and budget limitations

- Efforts to recruit & retain journey level SO haven't been successful, classified as Hard To Fill
- Defined job duties, work procedures, and operational terminology for Substation Operators vary widely between electric utilities. These variances are not as drastic between utilizes for other crafts such as Line Workers and Substation Electricians, thereby requiring much more training to transition journey level Operators
- Prolonged vacancy ( 2 years +) in the Substation Operator Instructor position prevents adequate support for apprentice training program

*Treatment Objectives*

Sufficient diverse apprentice and journey level employees to assure an adequate and diverse pipeline to fill vacated jobs and assure workforce continuity to achieve safe and reliable transmission system

*Treatment Performance Measures:*

- Success in hiring highly qualified and diverse candidates when vacancies occur
- Sufficient training capability to develop journey level SO for jobs all over the transmission system
- Highly qualified internal applicants ready to move into Chief SO or Dispatcher jobs

***Action Plan: An adequate and diverse pipeline to fill vacated journey level and support the feeder applicant pools for Chief SO and Dispatcher jobs.***

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|

**2015 Workforce Plan Treatment Plan for: Substation Operations - TF** **Occupation** BB-5407 **Title:** Substation Operators

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| ***1. Hire Apprentices*** | • Build pipeline of apprentice hire through recruitment and hiring strategies that result in qualified applicant pool which reflects demographics of the BPA service area.<br>• Vacancy projected to open in January 2015; the following are some targeted organizations as well as events that BPA will be attending:<br>  ○ Women In Trades<br>  ○ Regional Trade Untions<br>  ○ Work Source<br>  ○ Hiring our Heroes (Chamber of Commerce)<br>  ○ Recruit Military<br>  ○ Military Transition Assistance Program<br>  ○ Substation Operator Certificate Programs/Alumni Networking to include many of the Pacific NW colleges & military bases | • Management team in TF<br>• In partnership with HCM | FTE and TF budget | Local and targeted outreach efforts are needed to improve diversity and entry skills of applicant pool |
| ***2. Sufficient training capability to develop apprentices/ trainees at projected class levels.*** | • Continue to provide apprentice training via the Technical Training office and building capability.<br>• TF Mgmt. to decide if TF will fill vacancy for Substation Operator Instructor position before Q2 in 2015 – (Timing will be dependent on the hiring surge at BPA and HCM's capacity to fill positions). | Management team in TF<br><br>Technical Training Center. | HCM Staffing | Apprentice training has been supported via field volunteers, and guest instructor details.<br><br>Required Journey level training has been |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | • If not hiring, determine best strategy to resource the needed "Trainers" through the rotation of instructors. Have a plan in place to address risk by Q3 of 2015.<br>• Details opportunities are opened for qualified journey level substation operations & Chief Operators | | | absent an Instructor. |
| *3. Recruitment of Substation Operator Trainee* | • If adequate staffing levels are not successful determine recruitment plan for Substation Operator Trainee.<br>o Consult with HCM Recruitment and Staffing Specialists by Q4 of 2015 to determine plan for 2016.<br>• In partnership with HCM Recruitment, develop specialized recruitment strategy or continue to use existing recruitment strategy to hire for this series. Recruitment plan in place before the end of FY 2015. | Management team in TF<br><br>In consultation with HCM Recruitment and Staffing Specialists | HCM | SBP to review with TF mgmt. to determine option to advertise SO Trainee |
| *4. Succession Planning ahead of Retirement of SO* | • Develop a plan to address possible succession planning approaches for current Substation Operators eligible or near retirement ahead of the retirement.<br>• Plan discussed within TF management and draft in place to address occupational shortage if deemed appropriate. Activity to be confirmed with TF Management - due date TBD. | TF Management | Consultation with Transmission SBP | |

**2015 Workforce Plan Treatment Plan for: Transmission Field Services - TF** **Occupation** GS-1601 **Title:** District & Regional Managers

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|---|---|
| *Risk beyond the threshold* | **Loss of critical skills and new skills requirements**<br>About 50% of the 16 District & Regional Managers are eligible to retire over the next five years. In the past few years BPA has shifted the Business Model causing skill gaps for both District and Regional Managers workforce. These positions have moderate evidence of being Hard to Fill. Recruitment and training efforts must be maintained to ensure workforce continuity in this critical skill occupation and bolstering leadership capability with the large territory that DM/RM's oversee. These leaders provide the guidance & direction needed for the transmission field Regions and or Districts. |
| *Critical Core Function(s)* | 1. Infrastructure Preservation & Enhancement: Operations Work, Maintenance Work, Core Technical Support, RCPA Functions, Supporting Functions<br>2. Transmission Services Operations: Operations Work, Maintenance Work, Core Technical Support, RCPA Functions, Supporting Functions |
| *Current controls*<br>*(Actions already under way to reduce the risk)* | **Recruiting:** Previously, BPA has successfully recruited to increase representation in qualified applicant pools<br>**Training/Development:** TF has been offering 120 day details to rotate employees into new districts & regions. Also some hourly employees have been detailed from hourly positions into annual positions to gain experience as Managers in district & regional offices to gain knowledge from employees prior to retirements.<br>Manager has been encouraging direct reports to be more strategic. Using some of the strategies in the book, "FYI For Strategic Effectiveness". |
| *Barriers to current controls* | • Day to day and urgent work takes precedent over process improvement and the need to be more focused on higher level strategic management work<br>• Lack of Skill/Ability to move from craft level foreman positions to Management. High level of knowledge is needed for reliability, compliance, and business level perspective enabling quality management across multiple crafts<br>• Lack of knowledge transfer process<br>• Remote locations and large span of control<br>• The financial impacts of changing duty stations in different states<br>• Hourly employee pay is higher than annual pay for managers so promotion is not seen as a benefit.<br>• FTE and budget constraints challenge the ability to overlap skill sets and plan for acquisition time. |

**2015 Workforce Plan Treatment Plan for: Transmission Field Services - TF** **Occupation** GS-1601 **Title:** District & Regional Managers

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|---|---|
| *Treatment Objectives* | Right number of highly skilled and diverse candidates to fill vacated positions and assure workforce continuity to achieve safe and reliable transmission system |
| *Treatment Performance Measures:* | • Success in hiring highly qualified and diverse candidates for District & Regional Managers vacancies<br>• Highly qualified internal candidates are able and ready to replace critical skill experts as they retire<br>• Training plans to target skill gaps<br>• Succession plans are resourced and tracked |

**Action Plan: An adequate and diverse applicant pool to fill vacancies and support the feeder applicant pools for senior management positions throughout BPA transmission system.**

**Note that treatments will generally take more than one year to implement and milestones should reflect this**

| *ACTIONS* | *MILESTONES* | *RESPONSIBLE* | *ADDITIONAL RESOURCES* | *NOTES/ISSUES* |
|---|---|---|---|---|
| *1. Develop & document recruitment strategy* | • A robust recruitment strategy that specifically is focused on DM and RM is developed in partnership with TF Leadership by Q3 of 2015. | Management team in TF<br>NHQ Recruitment & Staffing | • HCM<br>• FTE and TF budget | Difficult to fill and recruit due to expansive nature of the job, span of control and extensive transmission systems knowledge needed in addition to strong management & leadership |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | | | | capability. |
| **2.** ***Development of Training Plan to address skill gaps*** | • Skill Gap Analysis completed (by Robin Furrer, VP of TF in summer of 2014); she identified gaps areas to be addressed through training and development opportunities in 2015-2016. More details on types of training & development are forthcoming.<br>• Develop training plans to target the identified skill gaps: Business Processes, Business acumen across Transmission, Interrelationships, and Teaching Others, Managing Field Operations and transferring knowledge. Training plans will be developed during 2015 planning processes.* | Management team in TF<br><br>*timing of the development of the plans will be determined based on TF workload and priorities. | | Skill gap analysis found the need to provide training on the business across the TF organizations. DM & RM need to have a breadth of experiences to be successful in this role. |
| **3.** ***Detail Assignments*** | • Continue to offer structured details for career development opportunities throughout 2015-2016.<br>• SBP to collaborate with management to develop to identify learning objects and develop an assessment tool to document in IDP for structured details | Management team in TF | In partnership with HCM's Strategic Business Partner | Not always feasible due to financial impacts to income when moving between states and changes between hourly pay compared to annual pay |
| **4.** ***Succession Plans*** | • Resource Succession Plans to transfer knowledge ahead of the vacancies for these open positions.<br>• Engage in specific knowledge transfer | Management team in TF/ experts | In partnership with HCM | |

| ACTIONS | MILESTONES | RESPONSIBLE | ADDITIONAL RESOURCES | NOTES/ISSUES |
|---|---|---|---|---|
| | activities as determined by the TF leadership team. TBD | | | |
| 5. *Engage additional compensation tools if necessary to sustain adequate staffing balance.* | • Schedule time with HCM Staffing Experts to explore available Federal compensation tools – have discussion at future TF Leadership Team meeting. Date & time TBD<br>• Work with SBP to schedule, if deemed necessary to hire future DM/RMs.<br><br>Recommendation – complete a retention analysis and identify retention options and tools for VP in TF to consider and focus on mid-career employees and those eligible to compete for DM/RM positions. | Management team TF<br><br>HCM Policy Team | In partnership with HCM Staffing and Strategic Business Partner | Financial consequences of details changing duty stations or hiring employees applying for annual management positions |

# Appendix 16

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Bargaining Units
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Citrix Web Interface
Conference Rooms
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eForms
ePerformance
Electronic Official Personnel Folder
ERMS
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Travel
Weather

Civil Rights/EEO Help: x4725
HR Help: x3230
IT Help: x4357

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# HCM — One year later, where are we now and what's next?

July 21, 2014

Executive Corner

**By Human Resources Director Brian Carter**

At its core, HCM exists to ensure, through the use of the right personnel practices, that the Bonneville Power Administration has the right people, in the right places, and at the right time. While we have been busily working on many reparative actions for the past several months, we remain keenly aware of HCM's purpose and its relationship to the overall BPA mission. We are excited that we have made significant progress in our recovery efforts that will allow us to increasingly refocus our energy and attention toward that purpose.

This recovery journey includes reconstructing all the hiring cases from a 32-month period, rebuilding our HCM federal human resources competencies, restarting the regular hiring process, restoring our hiring authorities, reviewing and streamlining our internal processes, and renewing and retaining customer trust and confidence in HCM. While we are not there yet, we are moving swiftly on the right course. In fact, we have made progress in each of these areas, and I will discuss a few of those successes here.

As of May 31, 2014, we had completed the reconstruction of 1,259 hiring cases. This was a team effort among BPA's HCM staff, DOE's Human Capital office staff and contracted support from the Office of Personnel Management. The BPA HCM staff had the primary responsibility for reconstructing the 856 internal cases, while DOE and OPM had primary responsibility for reconstructing the 403 external cases. All reconstructed cases went through an additional quality review at DOE before final dispositions were determined.

It is important to note that only 9 percent of the external cases (less than 3 percent of total cases) resulted in priority placement offers being made. The remaining cases either had no error or no error significant enough to warrant a priority placement offer. While some priority placement offers are still in process, we predict that we will welcome approximately 60 new employees to our BPA team as a result of the reconstruction efforts. These results represent significantly smaller numbers than anticipated at the outset of this effort.

Recognizing that completing reconstruction is a critical prerequisite to

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restarting the hiring process, BPA HCM staff worked tirelessly to accomplish the task three months ahead of schedule. Accomplishing this would not have been possible without an HCM team that was dedicated and determined to exceed expectations on this project, and that entailed putting in many extended work hours and weekend duty. With very little hiring occurring over the past year, there is no doubt that many of you have also experienced longer hours and added stress due to being short-staffed. That was all the more reason for us to expedite completion of the reconstruction project.

We realize that an enhanced resource focus toward reconstruction meant longer-than-desired processing times in other requests submitted to HCM. However, if we had worked toward the stated goal of completing reconstruction this September, with continued workforce attrition projected every month, it would have placed us several more months behind in filling all our positions and getting you the help that you need. So while I apologize for delays that have occurred, I hope you will understand the necessity that caused them.

With reconstruction behind us, we look forward to restarting the hiring process. As of July 7, 2014, we went live with the use of the DOE Hiring Management System. HCM staff will be the primary users of this system, with hiring managers (i.e., selecting officials) only needing to use the system to review applications and make their selections on the back end of the process. HCM staff members have received hands-on, interactive training using this system, and they have been operating in its test environment for a few weeks with practice scenarios. We will be sharing reports on hiring progress as we move forward; please stay tuned for those updates.

You have been patiently, yet anxiously, waiting for the day that you can start seeing the fruits of all this labor by way of new employees coming on board — and that day draws nigh. While there will be some spin-up time in the beginning as HCM's human resources specialists build questions and templates for each new job request, the process will become increasingly more efficient as we move forward. Also, our strategic business partners are working with leaders in prioritizing the recruit requests. It is critically important that we fill the right jobs (taking any organizational restructuring into consideration) and the right jobs first (from a big-picture prioritization view). I encourage managers to continue working with their strategic business partners in identifying business-driven hiring priorities.

All jobs will be posted to USAJOBS.GOV. The exception to this rule is internal temporary actions (i.e., temporary promotion and detail opportunities) and BID List announcements, which will continue to be posted to BPA Connection. Anybody can, at any time, build a USAJOBS profile with up to five resumes and other supporting documents attached to it. This can be accomplished now; there's no reason to wait until you are ready to apply for a job to get the profile established. When applicants find a job in which they are interested (preferably a BPA job), they can apply online through USAJOBS and attach the resume and other required documents from their profile onto the application for the desired position. Please read all the instructions carefully on each announcement, which will describe the required documentation and submission process. Applicants may contact HR HELP for assistance or questions on the process.

In other human resources automation news, HCM is on track in implementing DOE's e-performance management system. HCM personnel and others will receive train-the-trainer-style instruction this summer. Employees will be provided training in September and October just-in-time as we establish fiscal year 2015 performance plans. There will be more information to come on this effort.

We know that succession planning has been a topic of much discussion and great concern. As with any organization, knowledge transfer and talent depth are essential components of continued success, and that is especially important when large portions of the workforce are nearing retirement eligibility. All leaders at all levels can do many things to facilitate succession success in their own organizations, and most of those actions do not require a formal program to implement. I encourage managers who need assistance with this to first reach out to their strategic business partners, who can guide them through an assessment and connect them with appropriate helping resources. One of the resources that we are developing is a succession toolkit for managers, which will be available by the end of August.

We will be rolling out a pilot executive succession planning program in a few weeks. This program will address specific needs identified with potential near-term (within the next few years) departures of executives. The program provides an opportunity to prepare individuals to be competitive for these positions — it will not guarantee or even indicate future selections. The program itself will be competitive. Eventually, we anticipate expanding the program, or some version of it, throughout BPA.

As you can see from this lengthy update, there has been a lot going on in HCM in the past few months. There is also a lot more to do in the coming months. I continue to welcome and appreciate feedback on our efforts, and I continue to be proud that I get to work alongside such dedicated HCM professionals who have tackled these challenges with relentless positivity and passion. We know that all these efforts are meaningful only when they contribute toward our purpose — right person, right place, right time for the BPA mission. That's our focus.

Best regards,

Brian

*July 21, 2014*

Comments

**Justice,Robert L (BPA) - JNI-2**
at 7/22/14 9:01 AM said...

What is the benefit of a strong performance management system if BPA would rather bring in new people in rather than develop career employees? Why does BPA get to pick and choose which DOE programs to implement, i.e. implementing the e-performance but not willing to let career employees participate in training opportunities such as "Naval War College".

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eForms
ePerformance
Electronic Official Personnel Folder
ERMS
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People to People
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# Priority consideration: The next step in HCM's get well plan

September 3, 2014

Executive Corner

**By Brian Carter, Human Resources Director**

As I reported earlier this year, HCM completed the case reconstruction process in late May. As a result, BPA extended priority placement job offers to 135 applicants, but not all of them accepted the employment offers. When all of the processing is complete, we anticipate that we will have hired approximately 70 new employees – almost all of whom are military veterans.

Through the reconstruction process, we also identified applicants – both veterans and non-veterans – who are due "priority consideration."

Priority consideration is given to qualified applicants who, due to administrative error, did not receive appropriate consideration for a position on which they applied. Applicants are entitled to receive priority consideration for each position for which they did not receive appropriate consideration. "Consideration" in this context generally means providing the applicant's application to the hiring manager so that the applicant can be considered for the position. Consideration does not imply or convey a right to an interview or a right to be selected for the position.

At this time, letters have been sent to all applicants who are due priority consideration, including some current BPA employees. The letters were sent during the first half of August via certified mail and email, based on the contact information we have on file. The letter notified applicants that an error resulted in lost consideration for a prior vacancy, and it solicits confirmation if the applicant is interested in being on the priority consideration list.

Applicants who confirm interest, as described in the letter, will be placed on a priority consideration list, and they will remain on that list until (1) they are given due consideration on a future like vacancy (i.e., the same series, grade and location of the position for which they had applied), if they qualify, or (2) the expiration of one year, whichever comes first.

When someone with priority consideration applies for an open position and qualifies, his or her application will be presented to the

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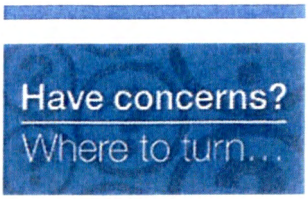


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hiring manager before the applications of any other applicants. The hiring manager will determine whether to select a priority consideration applicant or may provide a justification if no priority consideration applicant is selected for the job.

I want to stress that the priority consideration process will be conducted as part of, not instead of, the hiring process. Unlike the priority placement process that we have completed, we do not have to work through the priority consideration list before we can start announcing jobs again. HCM will announce the jobs, and the priority consideration list will be one source – the first source – from which a hiring manager may make a selection. With justification, the hiring manager may then move on to select from other qualified applicants.

From the perspective of an applicant who is on the priority consideration list, it is important to remember that BPA is providing consideration prior to other applicants. Those on the priority consideration list are eligible for and are encouraged to apply for positions through the vacancy announcement process on USAJobs.gov. During this priority consideration phase, there is no veterans' preference.

From the perspective of applicants who are not on the priority consideration list (most BPA employees), it is important to remember that hiring managers may, with justification, choose not to select a candidate from the priority consideration list. And there may not be any applicant on the priority consideration list who qualifies for or is due consideration for the particular position on which you are applying. Therefore, please do not let the priority consideration process discourage you from applying through the vacancy process when the job is advertised on USAJobs.gov.

From the perspective of hiring managers, it is important to remember that the priority consideration list is a viable selection source of ready talent. It provides an opportunity to remedy prior administrative error, and it will likely speed the hiring process when you select an applicant from the list. If you do not select a candidate from the list and provide a justification, the certification of other eligible applicants who apply through the vacancy announcement process will be provided for your consideration.

If you applied for a position during our reconstruction period (October 2010 through June 2013) and have not received notification, you were not found to be due priority placement or priority consideration. If you have not been notified and have reason to believe that this is an error, or if you have other questions, contact HR Help.

*September 3, 2014*

Comments

**Taylor III,Theodore C (BPA) - TEPO-TPP-1**
at 9/04/14 2:56 PM said...

Can you provide an example of an "Administrative" error? Is priority consideration and OPM term? I've searched OPM's website for this term and only found a bunch of noise and nothing specifically related to this type of issue that BPA experienced. From what I read above, it appears that priority consideration trumps Veterans Preference since

these folks are submitted to the Hiring Manager prior to them seeing any other candidates including Vets? Lastly, the justification that managers must submit if they choose to exclude the priority consideration candidate...is there a standard form to fill out and who approves it or where is the regulation that outlines this process?

**Campos,Manuel G (BPA) - TETQ-TPP-3**
at 9/04/14 3:03 PM said...

You mention: At this time, letters have been sent to all applicants who are due priority consideration, including some current BPA employees. The letters were sent during the first half of August via certified mail and email, based on the contact information we have on file. So if a person has moved and it is over a year since this happened, the mail will never reach the affected person. Is that accurate?

**Carter,Brian E (BPA) - NH-1**
at 9/08/14 8:47 AM said...

Priority consideration is a general term to describe a remedy provided in different scenarios (e.g., displaced federal employees, prior erroneous certification resulting in lost consideration), and it is referenced in various locations within Title 5 and the Delegated Examining Operations Handbook. As is always the case, veterans preference is considered when a hiring manager makes selection from the type of certificate that requires veterans preference. Justification for not selecting from among the priority consideration candidates presented to he hiring manager will be approved by me or a senior leader of my team (e.g., HCM Deputy or Staffing & Classification Manager). We sent notifications by both mail and email, based on the latest contact information we had on record. If we received a returned notification from the USPS with a forwarding address, then we resent the letter to that forwarding address.

**Mansfield,Thomas D (BPA) - TFVH-AMPN-1**
at 9/23/14 10:37 AM said...

What about the more recent HCM "error" concerning the hiring of students? Why did some of the GS-9 positions get pulled, and downgraded to GS-7 positions? Why do they have to re-apply for their converted position, interview, and get offered the position again? Why are these positions only being offered to internal BPA employees? Right when I felt I was gaining confidence in our HCM, another so called "hiccup" occurs. Is there any accountability? Who dropped the ball?

**Carter,Brian E (BPA) - NH-1**
at 9/24/14 10:20 AM said...

Thomas, the Pathways-related issue was experienced by many agencies throughout the Federal government. It was rooted in the lack of clarity when we converted from the previous intern program to the new program (the new program is Pathways). It affected a small number of people, we self-identified the issue, and we are working with the affected employees and their supervisors to resolve quickly and in a statutorily and regulatorily compliant manner. This is a bit off topic from the original article, but please feel free to reach out to us if you have additional questions.

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# Appendix 17

| FY 2014 Bonneville Power Administration Recruitment Schedule | | | |
|---|---|---|---|
| MAR FY14 | **Event** | **Focus** | **Location** |
| 7 | George Fox University Networking | All Majors | Newberg, OR |
| APRIL FY14 | | | |
| 11 | First Robotics | STEM High School | Portland, OR |
| 30 | JBLM Career Day | Veterans | Tacoma, WA |
| MAY FY14 | | | |
| 6 | Apprentice Interviews | Veterans | Vancouver, WA |
| 7 | Apprentice Interviews | Veterans | Vancouver, WA |
| 9 | Women in Trades | Diversity | Portland, OR |
| 12 | Apprentice Interviews | Veterans | Vancouver, WA |
| 13 | Apprentice Interviews | Veterans | Vancouver, WA |
| 14 | Apprentice Interviews | Veterans | Vancouver, WA |
| 15 | Veterans Career Fair | Veterans | Kent, WA |
| 28 | Worksource Veterans Career Fair | Veterans | Tacoma, WA |
| JUNE FY14 | | | |
| 4 | Hiring our Heroes | Veterans | Roseburg, OR |
| 5 | Recruit Military Career Fair | Veterans | Seattle, WA |
| 24 | Natural Resources Event | Disabled Workers | Portland, OR |
| JULY FY14 | | | |
| 9 | Hiring our Heroes Career Fair | Veterans | Springfield, OR |
| JULY FY 14 | | | |
| 15 | Veterans Hiring Event | Veterans | Seattle, WA |
| 23 | Peace Corps Returning Volunteers | Peace Corps/Federal | Portland, OR |
| AUG FY14 | | | |
| 6 | DOD Hiring Heroes JBLM | Veterans | Tacoma, WA |
| 20 | Diversity Career Fair | Diversity | Portland, OR |
| 27 | Boots to Work | Veterans | Tacoma, WA |
| SEPT FY14 | | | |

| | | | |
|---|---|---|---|
| | | | |
| 9 | PGE Diversity and Inclusion Networking Event | Disabled Workers | World Trade Center Portland |
| 10 | Montana Tech Veteran Group | Veterans | Butte, MT |
| 11 | Montana Tech | Engineering | Butte, MT |
| 23 | University of Portland Engineers | Engineering | Portland, OR |
| 24 | MOSAIC Career Fair | Diversity | Portland, OR |
| 25 | Worksource Disabled Workers | Diversity/Disabled Workers | Portland, OR |