

Annual EEOC Management Directive 715 Report Fiscal Year 2020



***U.S. Department of
Housing and Urban
Development (HUD)***

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THE MODEL EEO PROGRAM

PARTS A – D

PART A - Department or Agency Identifying Information

Agency	2 nd level reporting component	Address City, State Zip Code	CPDF Code (xxxx)	FIPS Code
HUD		451 7 th Street, SW Washington, DC 20410	HU83	11001

PART B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Non-Appropriated Workforce	Total Workforce
Number of Employees	7,575	278	N/A	7,853

PART C - Agency Official(s) Responsible for Oversight of EEO Program(s)

Agency Leadership	Name	Title
Head of Agency Official	Marcia L. Fudge	Secretary, U.S. Department of Housing and Urban Development
Principal EEO Director/ Official Title/Series/Grade	Wayne A. Williams wayne.a.williams@hud.gov	Acting Director, Office of Departmental Equal Employment Opportunity, GS-0260-15
Title VII Affirmative EEO Program Official	Wayne A. Williams wayne.a.williams@hud.gov	Director, Affirmative Employment Division, Office of Departmental Equal Employment Opportunity, GS-0260-15
Section 501 Affirmative Action Program Official	P. Victoria Williams p.victoria.williams@hud.gov	Director, EAP, Health and Wellness Division, Office of Chief Human Capital Officer, Office of the Assistant Secretary for Administration, GS-0201-15
Complaint Processing Program Manager	Anne E. Hinkebein anne.e.hinkebein@hud.gov	Acting Director, Equal Employment Opportunity Division, Office of Departmental Equal Employment Opportunity, GS-0260-15
ADR Program Manager	Anne E. Hinkebein anne.e.hinkebein@hud.gov	Acting Director, Equal Employment Opportunity Division, Office of Departmental Equal Employment Opportunity, GS-0260-15
Principle MD-715 Preparer	Patrice L. Wilson patrice.l.wilson@hud.gov	Equal Employment Opportunity Specialist (HEPM), Affirmative Employment Division, Office of Departmental Equal Employment Opportunity, GS-0260-13
Other Responsible EEO Staff	Tonya P. Watson tonya.p.watson@hud.gov	Lead Equal Employment Opportunity Specialist, Affirmative Employment Division,

Agency Leadership	Name	Title
		Office of Departmental Equal Employment Opportunity, GS-0260-14

PART D - List of Subordinate Components Covered in This Report

Subordinate Component	City	State	CPDF Code (xxxx)	FIPS Code
None				

EEOC Forms and Documents Included with this Report

Have the following forms and/or documents been uploaded?	(Please respond "Yes" or "No")	Comments
Executive Summary (Part E)	Yes	
Statement of Establishment of Continuing Equal Employment Opportunity Programs (Part F)	Yes	
Optional Annual Self-Assessment Checklist Against Essential Elements (Part G)	Yes	
EEO Plan to Attain the Essential Elements of a Model EEO Program (Part H)	Yes	
EEO Plan to Eliminate Identified Barriers (Part I)	Yes	
Section 501 Affirmative Action Plan - Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities (Part J)	Yes	
Organizational Charts	Yes	
EEO Policy Statement	Yes	
Anti-Harassment Policy and Procedures	Yes	
Alternative Dispute Resolution Procedures	Yes	
Agency's Strategic Plan 2018-2022	Yes	
Personal Assistance Services Procedures	Yes	
Reasonable Accommodation Procedures	Yes	
*Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
*Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
*Human Capital Strategic Plan	Yes	

* Optional documents included.

PART E

EXECUTIVE SUMMARY

PART E - EXECUTIVE SUMMARY

AGENCY'S MISSION/VISION

The U.S. Department of Housing and Urban Development (HUD or Department) is a cabinet-level Department that employs approximately 8,000 employees in its Headquarters (HQ) and 10 Regional Offices. HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes. HUD's vision is to continually seek to improve the delivery of its programs and remain true to its mission to expand opportunities for those it is charged to serve.

To achieve this vision, HUD focused on a more holistic approach to bring together the public sector, private sector, and nonprofit community. These partnerships were key to developing the skills and talents of the HUD-assisted residents – with the goal of promoting family self-sufficiency and a life beyond public assistance. The three (3) overarching goals designed to accomplish HUD's vision were:

- To advance economic opportunities for HUD-assisted residents by creating an environment where they can access affordable housing and achieve self-sufficiency and financial stability.
- To protect American taxpayer funds, by streamlining and improving our financial management, modernizing grant management, and strengthening enterprise and fraud risk management.
- To streamline operations by radically simplifying rules and improving the function of programs to better serve our customers.

Through these efforts, HUD will give the American people and their communities the opportunity to thrive.

Summary of HUD's Self-Assessment (Essential Element A-F)

This report highlights HUD's accomplishments, during fiscal year (FY) 2020, in establishing and maintaining a model Equal Employment Opportunity (EEO) program based on the six Essential Elements outlined by the U.S. Equal Employment Opportunity Commission (EEOC). Those six Essential Elements are:

- A. Demonstrated Commitment from Agency Leadership
- B. Integration of EEO into the Agency's Strategic Plan
- C. Management and Program Accountability
- D. Proactive Prevention of Unlawful Discrimination
- E. Efficiency
- F. Responsiveness and Legal Compliance

HUD reviewed its program activities against the six Essential Elements and where program deficiencies were identified, planned activities to attain compliance were developed. The sections below highlight HUD's major activities and challenges regarding each of the Essential Elements. Additional information can be found in Part G of this report, the Department's Self-Assessment Checklist, which consists of a list of Yes/No (Met/Unmet) questions grouped under each Essential Element.

Essential Element A: Demonstrated Commitment from Agency Leadership – *Requires the Agency Head to communicate a commitment to EEO and a discrimination-free workplace.*

- The Department communicated its commitment to EEO and a workplace free of discrimination by issuing the EEO, Alternative Dispute Resolution (ADR) and Anti-harassment Policy Statements. Secretary Carson signed the policy statements on December 5, 2019. The policy statements were disseminated electronically to all employees and published on the HUD website in accessible formats compliant with Section 508 of the Rehabilitation Act.
- HUD informs its employees about the EEO and ADR process during bi-weekly new employee orientation, annual training requirements, and ad hoc requested trainings.
- HUD makes available consultation and guidance for the Affinity Groups/Employee Resource Groups (ERGs) to address strategies to increase participation of women, minorities, and persons with disabilities (PWD) through special emphasis programs/ events and various outreach activities throughout the year.

Essential Element B: Integration of EEO into the Agency's Strategic Mission – *Requires the Agency's EEO program to be organized and structured to maintain a workplace that is free from discrimination in its management policies, practices, or procedures and supports the agency's mission, as reflected in the strategic plan.*

- The Director of the Office of Departmental Equal Employment Opportunity (ODEEO) reports directly to the Deputy Secretary of the agency, along with the other mission-related programmatic office leadership. This unobstructed reporting structure provided regular access to effectively advise the agency head and other senior leaders on the state of EEO and other matters that would support the efficiency and legal compliance of the EEO program.
- The ODEEO is responsible for ensuring the enforcement of federal laws relating to the elimination of all forms of discrimination in the Department's employment practices and to ensure equal employment opportunity (EEO). Through these efforts, HUD promotes

diversity and inclusion, fosters a workplace culture that respects differences, and empowers the full and fair participation of all employees in all aspects of HUD work life. Additionally, ODEEO is responsible for leading the Department's efforts to proactively prevent unlawful discrimination and makes EEO Counselors available upon request. ODEEO also seeks to foster an agency culture in which disputes are resolved at the lowest possible level and before a formal complaint is filed.

- During FY 2020, HUD encountered critical staff vacancies within the EEO office (i.e., ODEEO Director, EEO Division Director, EEO Team Lead, and EEO Staff Assistant). Recruitment actions are underway to fill these critical vacancies. Currently, qualified subject matter experts, on a detail assignment, occupy these positions to ensure that the integrity of the EEO program is maintained.

Essential Element C: Management and Program Accountability – *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.*

- HUD reestablished the Field Quality Management Review process to regularly assess the regional and field offices for possible EEO program deficiencies. However, due to personnel changes and COVID-19 restrictions during FY 2020, Field Quality Management Reviews were postponed.
- HUD's Reasonable Accommodation Program policy is in the final stages of implementation, which requires union agreement in accordance with the current Collective Bargaining Agreement (CBA). Upon finalization of the union negotiations and the execution of a new CBA, the Reasonable Accommodation Program policy will be in compliance with EEOC's regulations and guidance.
- The Department provided mandatory, web-based Sexual Harassment Prevention training to all HUD employees. Of the 7,575 permanent employees, a total of 7,314 completed the mandatory training (completion rate of 96.55%).
- The EEO Office served as a resource to HUD managers and supervisors by providing regular EEO updates and an annual report of case activity to the program offices. The EEO Office also provided a variety of ad hoc training sessions and consultations with supervisors and employees on the EEO process and alternative dispute resolution program.

Essential Element D: Proactive Prevention of Unlawful Discrimination – *Requires the Agency to conduct a self-assessment on at least an annual basis. The self-assessment must*

identify areas where barriers may operate to exclude certain groups, and strategic plans must be developed to eliminate identified barriers.

- HUD regularly reviews workforce, EEO complaint, and grievance data to identify triggers. The reviews have led to targeted training and development of action plans to address the issues revealed during the investigation/analysis.
- HUD strongly encouraged participation in the Office of Personnel Management Federal Employee Viewpoint Survey (FEVS). The results of the FEVS, which are based on the employees' perceptions, are used as a tool to identify the need for improvements in policies, procedures, and practices within the agency.
- HUD's Exit Survey solicits feedback on how to improve the recruitment, hiring, inclusion and advancement of individuals with disabilities. The Exit Survey provides the departing employee an opportunity to present their candid perception of the organization and their opinions on how to improve employment practices (hiring, recruitment, retention, etc.).

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.*

- HUD's FY 2020 average EEO investigation timeframe was 248 days. The delay is largely attributed to the challenges faced with not having a functioning tracking system. The contract was eventually terminated due to performance challenges. There were 53 cases investigated in FY 2020. Of the 53 formal cases, two were completed outside of the regulatory timeframe.
- The defensive function for the agency is derived from the Office of General Counsel (OGC). OGC and ODEEO are separate entities under separate leadership with distinct and specific missions and objectives. Currently, there is staff serving in ODEEO with the sufficient professional background to review FADs, settlement agreements, and other documents and reports for compliance with relevant laws, regulations, and precedents. Consultation with OGC occurs on an as needed basis and ensures the attorney reviewing the matter does not serve in a defense function for the Department. HUD is working to establish a Senior Level Attorney Advisor position that will report to the Principal Deputy General Counsel and be dedicated to the needs of ODEEO, including legal sufficiency. Pending approval, the senior level position may be advertised and filled during FY 2021.

- Currently, the Department does not have a case tracking system. The previous contract was terminated due to performance challenges of meeting contractual obligations and requirements. Acquisition of a new EEO tracking system is pending.
- HUD participates in the EEO Directors Forum and Quarterly EEOC Directors Meetings. In addition, EEO personnel regularly attend trainings and participate in workgroups to identify best practices. Best practices were adopted to improve the framing of hostile work environment claims which improved the efficiency of decisions to transition complaints to the formal stage.
- HUD requires managers and supervisors, as opposed to individuals delegated with settlement authority, to participate in Alternative Dispute Resolution (ADR) to effectively resolve workplace disputes in an expeditious, cost effective, and mutually agreeable manner.

Essential Element F: Responsiveness and Legal Compliance – *Requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.*

- HUD fully and timely complied with EEOC decisions and orders and timely completed compliance activities regarding EEO complaints.
- HUD was unable to timely post quarterly No FEAR Act data to its public webpage due to losing access to its EEO complaint tracking system. The acquisition of a new EEO tracking system is pending. Actions have been taken to collect required information manually.

WORKFORCE ANALYSIS

HUD continues to promote targeted recruitment initiatives to assess workforce demographic changes, succession planning, retention and separation rates, and monitor hiring trends. Provided is a summary review and analysis of the Department's FY 2020 workforce profile based on fiscal year workforce data tables generated by the Department of Treasury's Data Insight system.

In FY 2020, HUD's total workforce consisted of 7,853 employees: 7,575 permanent and 278 temporary employees. The number of permanent employees increased by 777 from 6,798, in FY 2019. The permanent workforce consisted of 41.24% male and 58.76% female. The female participation rate (58.76%), while significantly higher than the Civilian Labor Force (CLF) benchmark (48.16%), has decreased by 1.14% from 59.91% in FY 2019.

Gender Breakdown (Permanent employees – FY 2020):

Males 3,124 (41.24%)
 Females 4,451 (58.76%)

Participation rates for Hispanic males (3.76%), Hispanic females (4.65%), White males (23.17%), White females (21.80%), American Indian/Alaska Native males (0.38%), Two or More Races males (0.25%), and Persons with Disabilities (PWD) (11.64%) are lower than the CLF rates and the EEOC established benchmark for PWD.

The participation rate of Persons with Targeted Disabilities (PWTD) in the permanent workforce decreased by 0.18% from 2.93% in FY 2019, to 2.75% in FY 2020, which meets and exceeds the EEOC federal benchmark of 2.0% for PWTD. The participation rate of PWD continues to be below the 12% goal; however, there was a slight increase of 0.39% in the rate (11.64%) during FY 2020.

Table 1: Comparison of FY 2019 versus FY 2020 Permanent Workforce Participation Rates by Race, National Origin, Sex and Disability

Race/ National Origin	Sex	CLF	FY 2019 Total	FY 2019 Participation Rate	FY 2020 Total	FY 2020 Participation Rate	Rate Change
Hispanic or Latino	Male	5.17%	187	2.75%	285	3.76%	1.01%
Hispanic or Latino	Female	4.79%	259	3.81%	352	4.65%	0.84%
White	Male	38.33%	1,539	22.64%	1,755	23.17%	0.53%
White	Female	34.03%	1,484	21.83%	1,651	21.80%	-0.03%
Black or African American	Male	5.49%	746	10.97%	812	10.72%	-0.25%
Black or African American	Female	6.53%	1,961	28.85%	2,065	27.26%	-1.59%
Asian	Male	1.97%	187	2.75%	218	2.88%	0.13%
Asian	Female	1.93%	239	3.52%	288	3.80%	0.28%
Native Hawaiian/ Pacific Islander	Male	0.07%	4	0.06%	6	0.08%	0.02%
Native Hawaiian/ Pacific Islander	Female	0.07%	7	0.10%	7	0.09%	-0.01%

Race/ National Origin	Sex	CLF	FY 2019 Total	FY 2019 Participation Rate	FY 2020 Total	FY 2020 Participation Rate	Rate Change
American Indian/ Alaska Native	Male	0.55%	26	0.38%	29	0.38%	0.00%
American Indian/ Alaska Native	Female	0.53%	52	0.76%	52	0.69%	-0.07%
Two or More Races	Male	0.26%	43	0.63%	19	0.25%	-0.38%
Two or More Races	Female	0.28%	64	0.94%	36	0.48%	-0.46%
Persons with Disabilities (PWD)		*12.00%		11.25%		11.64%	0.39%
Persons with Targeted Disabilities (PWTD)		*2.00%		2.93%		2.75%	-0.18%

**EEOC Disability Benchmarks*

HUD reviewed the permanent workforce data in the GS-1 to GS-10 and GS-11 to SES grade level clusters for PWD and PWTD. The analysis revealed that the agency exceeded their goal of 12.00% for PWD in the GS-1 to GS-10 grade level cluster (20.37%) and although there was a slight increase of 0.29% over FY 2019 representation rate, the data presented a trigger in the PWD in the GS-11 to SES grade level cluster. The GS-11 to SES grade level cluster representation rate for PWD was 11.05%, which is 0.95% below the 12.00% goal. The analysis for PWTD in the GS-1 to GS-10 (5.61%) and GS-11 to SES (2.55%) grade level clusters revealed that HUD exceeded the 2.00% goal in both grade level categories.

Progress Toward Goals for Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD)

	Persons with Disabilities	Persons with Targeted Disabilities
EEOC Goal	12.00%	2.00%
GS-1 to GS-10 Grade Cluster	20.37%	5.61%
GS-11 to SES Grade Cluster	11.05%	2.55%

New Hires (*Permanent workforce*)

During FY 2020, HUD hired 803 permanent employees, an increase of 285 new hires from 518 in FY 2019. Of the 803 new employees, 143 or 17.81% were PWD and 25 were PWTD or 3.11% of total new hires: both percentages well above the federal government participation

goals. While White females represented the majority (26.77%) of the new permanent employees hired, it did not meet the 34.03% CLF participation rate. Conversely, Native Hawaiian/Pacific Islander males and females represented the lowest participation rate (0.12% each) of the permanent employees hired.

Employee Separations (*Permanent workforce*)

In FY 2020, there were 569 permanent employees who separated from HUD (355 voluntarily and 214 involuntarily). Black or African American females represented the largest group (164) to separate (96 voluntarily and 68 involuntarily). In addition, 79 PWD separated, of which 46 were voluntary and 33 involuntary. Lastly, 22 PWTD separated, of which 16 were voluntary and 6 were involuntary.

Mission Critical Occupations (MCOs)

HUD's mission critical occupations (MCO) make up almost half (48.90%) of the permanent workforce. Four of HUD's MCO are represented under OPM's General Business and Industry category (GS-1101) (Single Family Housing Specialists (SFHS); Public Housing Revitalization Specialists/Portfolio Management Specialists (PHRS/PMS); Underwriters; and Account Executives). Below are highlights of the participation rates analysis for MCO (GS-1101):

- Women represent the majority (60.77%) these positions.
- Black or African American females (26.18%) have the highest participation rate.
- PWD make up 11.94%, almost parity with the federal benchmark of 12.00%.
- PWTD make up 2.89%, which exceeds the federal target of 2.00% participate.

HUD's two other MCOs are Community Planning and Development Representatives (CPDR), which are identified under the category of Miscellaneous Administration and Program (GS-0301), and Equal Opportunity Specialists (EOS), which are identified under the category of Equal Opportunity Compliance (GS-0360). Females account for 61.90% of the GS-301 positions and Black or African American females comprise the largest portion thereof (29.96%). PWD account for 10.32% and PWTDs for 2.58%. Similarly, females account for 63.56% of the GS-0360 series and Black or African American females comprise the largest portion thereof (30.90%). PWD make up 16.33% and PWTD account for 4.37%.

ACCOMPLISHMENTS

- HUD completed an interim Anti-Harassment Program utilizing the EEOC guidance contained in the March 2, 2020, HUD Notice letter. The final program document was submitted to internal HUD stakeholders through the departmental clearance process for final review and concurrence. (*Anti-Harassment Program – H1*)

- HUD received EEOC approval of its Reasonable Accommodation Program policies and procedures, which are currently being negotiated as part of the new CBA. Upon execution of the CBA, the policies and procedures will be disseminated to the HUD workforce. (*Reasonable Accommodations – H2*)
- HUD continues to provide assistive technology through its Assistive Technology Program (ATP) for accommodating HUD employees who have visual, hearing, mobility, cognitive, or other impairments. HUD also continued its Interpreter Services program to provide sign language/oral interpreting services to HUD employees who are deaf or hard of hearing.

Workforce Development

- Leadership Development. As part of its FY 2020 leadership development strategy, HUD executed a blended learning solution to assist department leaders to fulfill the regulatory requirements (5 C.F.R. §412.401, Continuing Executive Development) and comply with HUD policy guidance. As a result, the Office of the Chief Human Capital Officer (OCHCO) provided fifty-nine (59) internal training opportunities and provided access to more than 100 opportunities through our two training partnerships with Franklin Covey (FC) and Treasury Executive Institute (TEI) to the HUD workforce. In addition, OCHCO partnered with FC to sponsor our second year of the Franklin Covey Leadership Journey Program for GS 12-14 non-supervisors. As a result, 65 employees completed the Program. Overall, approximately 2,937 non-supervisory and supervisory employees completed leadership and career development learning activities. Due to the COVID-19 Pandemic, 88% of all the training (live facilitations, webinars, webcasts) occurred through virtual learning platforms, and 12% was held via in-person classroom training, prior to federal office closures.
- Employee Development. In FY 2020, OCHCO conducted 203 training events for the HUD workforce that included onsite, in-person training for three Field Offices (Knoxville, TN, New Orleans, LA, and Anchorage, AK).

Inclusive and Engaging Work Environment

- HUD continues to support its Diversity Council, which serves as an independent executive level think-tank providing advice and recommendations to the Secretary on D&I related areas. The Council is comprised of SES representatives, Affinity/Employee Resource Group leaders, and members from both AFGE and NFFE.
- HUD reviewed and analyzed the results of the Federal Employee Viewpoint Survey (FEVS) to update its employee engagement action plans. Each quarter, HUD monitors

progress against its action plans and holds an annual Secretary's Award Ceremony to recognize the outstanding contributions of its employees.

- Employee Resource Groups (ERGs). HUD has seven established ERGs that offer employees an opportunity to network, address common issues and concerns, and receive support from those who share similar backgrounds, experiences, or interests. Some highlights of the important work done by HUD's ERGs in FY 2020 include:
 - In recognition of HUD's FY 2020 National Disability Employment Awareness Month Celebration, HUD planned four dynamic training programs: (1) Service Animal Panel Discussion; (2) Section 508: Digital Accessibility for Persons with Disabilities and How to Make 508 Compliance; (3) Section 508: Drafting Alternative Text to Enhance Accessibility of Images, Graphics, and Other Content; and (4) Q & A Panel Discussion on Reasonable Accommodations.
 - Celebrated Women's History Month with an Open House event where every Affinity and Employee Resource Group (ERG) was invited to participate by setting up a display table and providing a 2-3-minute introductory speech to highlight their organization. The groups/organizations that participated were: Federally Employed Women (FEW), Blacks In Government (BIG), Veteran's Affinity Group (VAG), Advocates for HUD Employees with Disabilities (AHED), HUD's Fitness Center, the Office of Departmental Equal Employment Opportunity (ODEEO), and three outside merchandise vendors. This event provided HUD employees with an opportunity to network with colleagues and learn more about the services that are offered in the local Affinity Groups/ ERGs.
 - Held a virtual "National Meet and Greet" event during May 2020, Asian American Pacific Islander Heritage Month, on the HUD platform Microsoft Teams. HUD employees from across the nation were invited to join and socialize with other staff using small icebreakers to get to know one another. Also held a leadership panel with Asian American Senior Executives (SES) to share their journey to becoming an SES.
 - Latino Network hosted a Leadership conversation with four of HUD's leaders for Hispanic Heritage Month. A total of 100+ people attended the session via TEAMS.

PLANNED ACTIVITIES

HUD has identified strategic activities it will take to address the recruitment, hiring, professional development and advancement, and retention of groups with low participation rates. The goals,

objectives, and strategic activities are aligned to HUD's MD-715, Inclusive Diversity Strategic Plan (IDSP), other Federal Equal Employment Reports and Plans, and Federal Workforce Executive Orders (EO). Some of HUD's planned activities are listed below:

- Disseminate information regarding the EEOC Approved Anti-Harassment Program to all HUD employees (e.g., new employees at orientation, newly appointed managers and supervisors, and employees attending related trainings) via the HUD@Work website in a Section 508 compliant format. (*Anti-Harassment Program – H1*)
- Following execution of the new CBA, HUD will publish the Reasonable Accommodation Program policy and procedures in accessible formats compliant with Section 508 and identify substantive changes for increased transparency in the process and clearly articulate roles and responsibilities. (*Reasonable Accommodations – H2*)
- Upon implementation of the Reasonable Accommodation Portal (eCase), assess reasonable accommodation decisions to determine trends, commonalities, and barriers for process improvements. (*Reasonable Accommodations – H2*)
- Award a new EEO investigations contract to enhance timeliness through improved quality assurance and accountability provisions. (*EEO Complaint Process – H3*)
- Implement a five-calendar day settlement agreement concurrence review period; promote ADR to employees, supervisors, and senior leadership; and develop strategies to implement the following recommendations provided from the FY 2018 ADR review:
 1. Publish ADR procedures to outline roles and responsibilities of offering ADR.
 2. Train EEO counselors and ADR specialists in the process of offering and recording offers of ADR and implementing quarterly ADR review of cases.
 3. Create training materials to provide responsible officials with information regarding resources and process to resolve informal EEO complaints.
 4. Update pre-ADR consultations materials to ensure aggrieved persons are properly advised of process and expectations during ADR. (*Alternative Dispute Resolution – H4*)
- Train all EEO specialists and personnel to use the new EEO tracking system and migrate historical EEO data to the new system. (*EEO Complaint Tracking System – H5*)
- Formalize organizational recruitment and succession planning strategies to increase targeted recruitment and outreach efforts for Hispanics-Latinos in Mission Critical Occupations (MCOs). (*Part I-1*)

- HUD will identify Minority Serving Institutions or other organizations with which to partner to establish a pipeline for the employment of Hispanics-Latinos.
 - HUD will invite Hispanic-Latino college students and interns to attend a career fair and learn about HUD careers.
 - HUD will review the annual Hispanic Employment Report to ensure alignment with strategic efforts and enhance effectiveness.
 - HUD will conduct an extensive multi-phase Hispanic-Latino workforce barrier analysis, utilizing the established Hispanic Employment working group, to identify and determine the cause of low participation rates and create strategies to increase participation from data collected by pay grades, MCOs, separations, promotions, hiring actions, and career and leadership development.
 - HUD will create a resource website to provide a snapshot of Hispanic-Latino participation in MCOs.
- Continue to improve recruitment, outreach, advancement, and retention efforts of PWD and PWTD. (*Part J – Trigger 2*)
 - Establish a five-year goal/plan to increase the participation rates of PWD and PWTD to reach parity with the government-wide goals.
 - Train HUD managers and supervisors on Schedule A Hiring Authorities.
 - Utilize OPM’s contract vendor and other resources to recruit and hire qualified PWD and PWTD.
 - Promote participation in HUD-wide related activities aimed at increasing the participation of PWD and PWTD.
 - Resurvey the HUD workforce to update the disability codes in workforce statistical information.

PART F

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

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

I, **Wayne A. Williams, Acting Director** am the
Office of Departmental Equal Employment Opportunity, GS-0260-15

U.S. Department of Housing and Urban Development (HUD)
Principal EEO Director/Official

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.



Wayne A. Williams, Acting Director
Office of Departmental Equal Employment Opportunity
U.S. Department of Housing and Urban Development (HUD)

5/28/2021

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

Date



Marcia L. Fudge, Secretary
U.S. Department of Housing and Urban Development (HUD)

5/28/2021

Signature of Agency Head or Agency Head Designee

Date

PART G

AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS

	Compliance Indicator	Does the agency disseminate the following policies and procedures to all employees?	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	
Essential Element A	DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP				This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comment column. [see MD-715 II(A)]	Yes			FY 2020 EEO policy statement, ADR policy statement, and Anti-Harassment policy statement were issued by the Agency Head on December 5, 2019, and made available to all employees via the HUD website.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.	Yes			
A.2.a	Does the agency disseminate the following policies and procedures to all employees:				
A.2.a.1	Anti-harassment policy?	Yes			
A.2.a.2	Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]	Yes			
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website?				
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes			
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint	Yes			

	process? [see 29 CFR §1614.102(b)(5)]			
A.2.b.3	Reasonable accommodation procedures? [see 29 CFR § 1614.203 (d)(3)(i)] If so, please provide the internet address in the comment column.	Yes		http://hudatwork.hud.gov/HUD/chco/po/arh/eap/reaacco
A.2.c	Does the agency inform its employees about the following topics?			
A.2.c	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often and the means by which such training is delivered.	Yes		HUD informs its employees about the EEO process during bi-weekly new employee orientation, annual training requirements, and ad hoc requested trainings.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often	Yes		HUD informs its employees about the ADR process during bi-weekly new employee orientation, annual training requirements, and ad hoc requested trainings.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes		HUD informs its employees about the Reasonable Accommodation Program process during bi-weekly new employee orientation, annual training requirements, and ad hoc requested trainings and is posted to the website.
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.		No	The Anti-Harassment Program was approved by EEOC, however, the employees have not been informed.
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR §2635.101(b)] If “yes”, please provide how often.	Yes		HUD conducts annual mandatory Ethics training for all employees that informs them of inappropriate workplace behaviors that could result in disciplinary action.
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102 (a)(9)] If “yes”, provide one or two examples in the comments section.			ODEEO will work with Agency leadership to reinstate award/recognition for demonstrated superior accomplishment in equal employment opportunity in FY21.
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]			

Essential Element B:	INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION			This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes		
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	Yes		
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes		
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency, and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c) (1); MD-715 Instructions, Sec. I]	Yes		
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comment column.		No	Due to multiple turnovers of senior leadership in ODEEO, the FY 2020 State of the Agency briefing was provided by the Acting ODEEO Director on January 15, 2021.
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]x	Yes		
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-	Yes		

	110, Ch. 1(III)(A); 29 CFR §1614.102(c)] If not, identify the office with this authority in the comment column.			
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	Yes		
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes		
B.2.d	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes		
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes		
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes		
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2); (c)(3)]			N/A
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/ career development opportunities? [see MD-715, II(B)]	Yes		
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comment column.	Yes		The Office of Departmental Equal Employment Opportunity (ODEEO) is responsible for ensuring the enforcement of federal laws relating to the elimination of all forms of discrimination in the Department's employment practices and to ensure equal employment opportunity (EEO). Office of Diversity and Inclusion is

				responsible for fostering a workplace culture that respects differences and empowers the full and fair participation of all employees in all aspects of HUD work life. Additionally, ODEEO is responsible for leading the Department's efforts to proactively prevent unlawful discrimination and makes EEO Counselors available upon request. ODEEO also seeks to foster an agency culture in which disputes are resolved at the lowest possible level and before a formal complaint is filed.
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:			
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes		
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes		
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes		Resources have been allocated to fill critical positions. Critical staff left the agency (i.e. ODEEO Director, EEOD Director, EEO Team Lead, Staff Assistant). Critical vacancies are expected to be filled at the beginning of 2021. Currently positions are encumbered by detailees who are subject matter experts. Processes implemented to maintain collection and tracking of data relative to the processing of EEO activity
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comment column.	Yes		
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	Yes		
B.4.a.6	to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes		

B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.	Yes		
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes		
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]		No	The Office of Diversity and Inclusion does not have adequate resources or funding to sufficiently administer HUD's Anti-Harassment program.
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]	Yes		
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes		
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes		
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes		
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	Yes		
B.4.e	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	Yes		

B.5.a	Pursuant to 29 CFR §1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program:			
B.5.a.1	EEO complaint process? [see MD-715(II)(B)]	Yes		
B.5.a.2	Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	Yes		
B.5.a.3	Anti-harassment policy? [see MD-715(II)(B)]		No	An Anti-Harassment Program is currently awaiting agency approval. Upon implementation of the Anti-Harassment Program, HUD will train managers and supervisors on their responsibilities.
B.5.a.4	Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes		
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes		
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes		
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes		
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	Yes		
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR §1614.102(a)(5)]	Yes		

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.
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If “yes”, please provide the schedule for conducting audits in the comments section.	Yes		HUD reestablished the Field Quality Management Review process. Unfortunately, none were conducted in FY 2020 due to personnel changes and COVID-19 restrictions.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102 (c)(2)] If “yes”, please provide the schedule for conducting audits in the comments section.	Yes		HUD reestablished the Field Quality Management Review process. Visits were postponed in FY 2020 due to personnel changes and COVID-19 restrictions.
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	Yes		
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC’s enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]		No	HUD has established a comprehensive Anti-Harassment Program that complies with EEOC’s guidance; however, HUD does not have adequate resources or funding to sufficiently administer the Anti-Harassment Program.
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]		No	The FY 2021 Anti-Harassment Policy statement will require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment.
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes		
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful	Yes		

	Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]			
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]		No	Upon implementation of the Anti-Harassment Program, HUD will follow these procedures.
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes		
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]		No	Upon implementation of the Anti-Harassment Program, HUD will follow these procedures.
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]	Yes		
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]	Yes		
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes		
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]	Yes		

C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]	Yes		
C.2.b.5	Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comment column.		No	HUD’s average time frame for processing requests for reasonable accommodations in FY 20 was approximately 55 days. Approximately 52% of cases were processed within 30 business days.
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]	Yes		
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comment column.	Yes		https://www.hud.gov/sites/dfiles/OCHCO/documents/78551app1SECH.pdf
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes		
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:			
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes		
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and	Yes		

	investigators? [see 29 CFR §1614.102(b)(6)]			
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes		
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes		
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes		
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes		
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity? [see MD-715, II(C)]	Yes		
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct? [see Enforcement Guidance, V.C.2]		No	Upon implementation of the Anti-Harassment Program, HUD will follow these procedures.
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	X		
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes		
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes		

C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes		
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes		
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes		
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes		
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:			
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes		
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes		
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes		
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes		
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes		

C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR §1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]		Yes		
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.		Yes		The agency does discipline and/or sanction managers and employees for discriminatory conduct. However, there were no individuals sanctioned during this reporting period.
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post-mortem to discuss lessons learned)? [see MD-715, II(C)]		Yes		
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.		Yes		HUD provides managers and supervisors with EEO updates during the annual State of EEO brief, as well as ad hoc trainings and consultations with supervisors and employees on the EEO process. During FY 2020, an annual report of case activity was provided to the program offices in June 2020.
C.6.b	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]		Yes		
Essential Element D	PROACTIVE PREVENTION				This element requires that the agency head makes early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.
D.1	Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	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	
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]		Yes		
D.1.b	Does the agency regularly use the following sources of information for		Yes		

	trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? [see MD-715 Instructions, Sec. I]			
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR §1614.203(d)(1)(iii)(C)]	Yes		
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes		
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes		
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes		
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.	Yes		HUD regularly reviews workplace climate assessments, focus groups, affinity groups, program evaluations and workforce data.
D.3.a	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes		
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in	Yes		

	Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]				
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]		Yes		
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.		Yes		https://www.hud.gov/program_offices/eo
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR §1614.203(d)(1)(i)]		Yes		
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR §1614.203(d)(1)(ii)(A)]		Yes		
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR §1614.203(d)(7)(ii)]		Yes		
Essential Element E	EFFICIENCY				This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.
E.1	Compliance Indicator	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
	Measures		Yes	No	
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?		Yes		
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?		Yes		

E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes		
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	Yes		
E.1.e	Does the agency ensure that all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes		
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?		No	HUD completed 51 formal investigations within the regulatory timeframe in FY 20; two investigations were not completed within the regulatory timeframe.
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes		
E.1.h	When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	Yes		
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes		
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comment column.	Yes		The agency works with its contractors to correct deficiencies prior to the completion of work products; however, the SOW does not provide that the contractor be held accountable for poor work products and/or delays. The EEO Office's continued efforts to address areas of concern and/or challenges in the early stages has resulted in improved products and processing times. HUD reviews and returns submitted work product to the contractor revisions. In addition, HUD retains the right to discontinue contractor services annually.
E.1.k	If the agency uses employees to implement any stage of the EEO			

	complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes		
E.1.1	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes		
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If “yes”, please explain.	Yes		The defensive function for the agency is derived from the Office of General Counsel (OGC). OGC and ODEEO are separate entities under separate leadership with distinct and specific missions and objectives. Currently, there is staff serving in ODEEO with the sufficient professional background to review FADs, settlement agreements, and other documents and reports for compliance with relevant laws, regulations, and precedents. Consultation with OGC occurs on an as needed basis and ensures the attorney reviewing the matter does not serve in a defense function for the Department. HUD is working to establish a Senior Level Attorney Advisor position that will report to the Principal Deputy General Counsel and be dedicated to the needs of ODEEO, including legal sufficiency. Pending approval, the senior level position may be advertised and filled during FY 2021.
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comment column.	Yes		HUD’s EEO Office contacts OGC senior leadership, who requests a field office attorney, not acting in a defensive role, conducts the required legal sufficiency review.
E.2.c	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	Yes		This firewall is maintained by the separation of leadership and responsibilities of the Office of General Counsel and ODEEO.
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes		
E.2.e	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model	Yes		

	Agency Program: Efficiency (Dec. 1, 2004)]			
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes		
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes		
E.3.c	Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	Yes		
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes		
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes		
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes		
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:			
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]		No	The agency does not currently have a case tracking system. The previous contract was terminated due to performance challenges of meeting contract obligations and requirements. Acquisition of a new EEO tracking system is pending.
E.4.a.2	The race, national origin, sex, and disability status of agency	Yes		

	employees? [see 29 CFR §1614.601(a)]			
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes		
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]		No	HUD will establish a plan and take meaningful steps toward removing this deficiency (see Part H).
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]	Yes		
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]		No	Upon implementation of the Anti-Harassment Program, HUD will follow these procedures.
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes		
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes		
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes		HUD participates in the EEO Directors Forum and Quarterly EEOC Directors Meetings. In addition, EEO personnel regularly attend trainings and participate in workgroups to identify best practices. Best practices were adopted to improve the framing of hostile work environment claims which improved the efficiency of decisions to transition complaints to the formal.
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes		
Essential Element F	RESPONSIVENESS AND LEGAL COMPLIANCE			This element requires that federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes		

F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes		
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes		
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes		
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes		
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes		
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes		
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes		
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes		
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes		
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]		No	HUD was unable to timely post quarterly No FEAR Act data to its public webpage due to the unplanned loss of access to its EEO complaint tracking system in FY 2020.

F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]		No	The agency currently does not have an electronic tracking system that captures the necessary information. The previous contract was terminated due to performance challenges. The acquisition of a new EEO tracking system is pending.
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PART H

EEO PLAN TO ATTAIN THE ESSENTIAL ELEMENTS OF A MODEL EEO PROGRAM

MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency - H1

Type of Program Deficiency	Brief Description of Program Deficiency
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.	Managers and supervisors should be evaluated on their commitment to agency EEO policies and principles, including their efforts to ensure a workplace that is free from all forms of discrimination, harassment, and retaliation.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
9/30/2010	In accordance with EEOC MD-715, Federal agencies must have in place an effective anti-harassment program to address sexual and non-sexual harassment and establish a separate independent investigatory process and procedure.	11/30/2020	09/30/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
General Deputy Assistant Secretary for Administration	Kevin McNeely	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
07/30/2020	Submit the final Anti-Harassment Program and procedures document to internal HUD stakeholders for final review and concurrence that includes EEOC guidance contained in the July 6, 2017 Technical Assistance letter.	Yes	09/30/2021	
10/01/2020	Disseminate EEOC Approved Anti-Harassment Program to all HUD employees (e.g., new employees at orientation, newly appointed managers and supervisors into the managerial/supervisory ranks, and employees attending related trainings) via the HUD@Work website. <i>(Part G – A.2.c.4.)</i>	Yes	09/30/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
2020	HUD completed an interim Anti-Harassment Program. The final is currently in the departmental clearance process.
2020	Submitted a final policy document to internal HUD stakeholders for final review and concurrence that includes EEOC guidance contained in the Technical Assistance letter.

2019	HUD introduced a new initiative titled Harmony and Respect at HUD: Civility Matters by conducting a mandatory training for all HUD employees, designed to raise awareness of inappropriate workplace behaviors, including harassment, and resources and tools to resolve conflict.
2019	HUD finalized its Anti-Harassment Program and submitted it into HUD's internal clearance process, which includes a review by HUD Unions. In addition, the Secretary's Anti-Harassment Policy Statement was reissued on July 19, 2018, addressing deficiencies identified in the EEOC's July 6, 2017 Technical Assistance letter.
2019	HUD ensures EEO and Diversity and Inclusion related training, which includes sexual harassment, is presented annually to employees. The training teaches participants the types of sexual harassment, elements of prohibited workplace conduct, rights of the Federal employee, and responsibilities of the Federal employer.
2017	In response to the EEOC recommendation for a more effective approach to preventing harassment in the workplace, HUD introduced Civil Treatment training. This training emphasized the process for reporting nonsexual harassment and separate investigatory process and procedures.

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

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

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

Statement of Model Program Essential Element Deficiency #H2

Type of Program Deficiency	Brief Description of Program Deficiency
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.	<ol style="list-style-type: none"> 1. HUD lacks a web-based tracking system to manage reasonable accommodation requests that are currently not processed within the required time frame and analyze data to identify trends. HUD received an EEOC notice of deficiency regarding its reasonable accommodation program on July 6, 2017. 2. All HUD employees are not trained on their responsibilities under the reasonable accommodation procedures. 3. HUD has not established procedures to facilitate the provision of reasonable accommodations.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/30/2010	<u>Objective 1</u> Implement new Reasonable Accommodation Portal (E-Case) to monitor, track, and report on the reasonable accommodations process. HUD's Reasonable Accommodation Portal is an automated record-keeping system that provides secure storage of reasonable accommodation request information, supporting documentation, decisions, and justifications for	09/30/2020	12/31/2021	

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
	decisions, appeals, and implementation. (Part G – E.4.a.5)			
09/30/2010	<u>Objective 2</u> HUD would be developing a training module for all employees.	09/30/2021		
09/30/2010	<u>Objective 3</u> Publish the Reasonable Accommodation policy and procedures, after CBA approval.	09/30/2020	12/31/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
General Deputy Assistant Secretary for Administration	Kevin McNeely	Yes
Acting Director, Office of Departmental Equal Employment Opportunity (ODEEO)	Wayne A. Williams	Yes
General Counsel (GC)	Damon Smith	Yes

Planned Activities Toward Completion of Objective 1

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	Implement a Reasonable Accommodation Portal (E-Case), that HUD will be able to assess reasonable accommodation decisions to determine trends, commonalities, and barriers for process improvements.	Yes	12/31/2021	

Planned Activities Toward Completion of Objective 2

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	HUD would be developing a training module for all employees.	Yes		

Planned Activities Toward Completion of Objective 3

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	Publish the Reasonable Accommodation Program policy and procedures.	Yes	12/31/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
2020	All HUD supervisors were offered Reasonable Accommodation training.
2020	The Reasonable Accommodation Branch is now able to track current and recent cases via E-Case.
2020	User manual for Reasonable Accommodation Portal is under development.

MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency #H3

Type of Program Deficiency	Brief Description of Program Deficiency
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.	<p>The agency has not completed all investigations within the applicable prescribed time frame.</p> <p>When a complainant requests a final agency decision, the agency has not issued all decisions within 60 days of the request.</p>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/30/2017	Establish an effective EEO complaint processing program that timely completes EEO investigations within 180 days and FADs within 60 days of the request. <i>(Part G – E.I.f.)</i>	09/30/2020	09/30/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, Office of Departmental Equal Employment Opportunity (ODEEO)	Wayne A. Williams	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Timely fill the critical vacancy of the Equal Employment Opportunity Division Director position within ODEEO.	Yes		
09/30/2020	Award a new EEO investigations contract to enhance timeliness through improved quality assurance and accountability provisions. <i>(Part G – E.4.a.1.)</i>	Yes	06/30/2021	
09/30/2020	Continuously review EEO investigation processing to improve efficiency and thoroughness. (ONGOING) <i>(Part G – E.1.f.)</i>	Yes	9/30/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
2020	Continuing to work toward improving complaint processing to timely complete investigations and FADs.
2020	HUD hired two key EEO personnel in FY 19 instrumental to ensuring timely and efficient EEO complaint processing. First, HUD hired a new Team Lead to assist with the implementation of an effective EEO complaint management system that consistently ensures quality and efficient EEO complaint processing. In

	addition, HUD hired an EEO Program Analyst to advise on the effectiveness and efficiency of HUD’s EEO complaint tracking system, identify deficiencies and recommend solutions.
2019	FAD issuance remained within the statutory timeframe for the second year in a row. HUD’s FY 19 average FAD issuance rate was 59 days.
2017	A new EEO Division Director was hired in February 2017 and a new Team Leader was assigned.
2017	Increased staff accountability by inserting new elements on performance plans.

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

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

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

Statement of Model Program Essential Element Deficiency #H4

Type of Program Deficiency	Brief Description of Program Deficiency
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	Low resolution rate in ADR process. There is a perception that management is unwilling to settle complaints.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
9/30/2017	To obtain more ADR resolution and settlements.	9/30/2020	09/30/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, Office of Departmental Equal Employment Opportunity (ODEEO)	Wayne A. Williams	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2017	Promote ADR to employees, supervisors, and senior leadership. (ONGOING)	Yes	9/30/2021	
09/30/2019	Develop strategies to implement the following recommendations identified in the FY 18 ADR review: (1) Publishing ADR procedures to outline roles and responsibilities of offering ADR; (2) Training EEO counselors and ADR specialists in the process of offering and recording offers of ADR, and implementing quarterly ADR review of cases; (3) Creating training materials, to provide responsible officials with information regarding resources and process to resolve informal EEO complaints; and (4) Updating pre-ADR consultations materials to ensure aggrieved persons are properly advised of process and expectations during ADR.	Yes	09/30/2021	
09/30/2020	Implement a five-calendar day settlement agreement concurrence review period.	Yes	09/30/2021	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	Provide ADR training to HUD employees to increase awareness and understanding of ADR process and purpose.	Yes	09/30/2021	
09/30/2021	Meet with union officials to foster a collaborative relationship in favor of the ADR program. <i>(Activity recommended by EEOC via the 09/02/2020 Technical Assistance Letter)</i>	Yes		
09/30/2021	Conduct a climate assessment survey to ascertain the reasons why employees are reluctant to participate in ADR. <i>(Activity recommended by EEOC via the 09/02/2020 Technical Assistance Letter)</i>	Yes		
09/30/2021	Ensure that the individual with settlement authority is not directly involved in the case. <i>(Activity recommended by EEOC via the 09/02/2020 Technical Assistance Letter)</i>	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	ADR training was provided to management and employees; however, this objective has been impacted by the COVID-19 pandemic. Continuing to work toward five-calendar day settlement concurrence review period.
2018	HUD established ADR standard operating procedures to enhance the efficiency and effectiveness of the program in FY 2018. This tool is also being used to develop effective training for employees, supervisors, and managers during FY 2019.
2018	HUD conducted a review of the ADR program to analyze data and provide recommendation for program enhancement.
2017	In September 2017, HUD produced two videos on the benefits of the ADR program and promotes ADR during its annual EEO and diversity conference.

MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency #H5

Type of Program Deficiency	Brief Description of Program Deficiency
Requires the agency to have an effective and accurate data collection systems in place to evaluate its EEO program.	The agency does not have a system in place to accurately collect, monitor, and analyze the following data: Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
06/04/2019	Establish a comprehensive system to accurately collect, monitor and analyze EEO complaint data, transfer all historical EEO data into the new system, and train EEO specialists to effectively use the new system.	02/07/2020	06/30/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
General Deputy Assistant Secretary for Administration	Kevin McNeely	Yes

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Procurement Officer (CPO)	Ronald Flom	Yes
Acting Director, Office of Departmental Equal Employment Opportunity (ODEEO)	Wayne A. Williams	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
01/31/2020	Migrate HUD's historical EEO data to newly acquired EEO tracking system. <i>(Part G – E.4.a.1)</i>	Yes	06/30/2021	
02/07/2020	Train all EEO specialists and personnel to use the new EEO tracking system.	Yes	06/30/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
2020	The previous contract was terminated due to performance challenges and acquisition of a new EEO tracking system is pending. Implemented an electronic filing system to improve the efficiency and management of case activity. Review of EEO investigation processing improved resulting in a decrease of untimely investigations.
2019	HUD awarded a new contract for an EEO complaint tracking system. In 2019, HUD lost access to its EEO complaint tracking system due to contractual challenges. Immediately, HUD's EEO office created and implemented a stopgap measure to track EEO data and ensure the continuation of accurate and timely processing of EEO complaints.

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

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

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

Statement of Model Program Essential Element Deficiency #H6

Type of Program Deficiency	Brief Description of Program Deficiency
Requires the agency to issue EEO policy statements annually.	During current Agency Head's tenure, has EEO policy statement been re-issued annually.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2019	Annual issuance of Agency EEO policy statement by the Agency Head.	09/30/2020		12/05/2019

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, Office of Departmental Equal Employment Opportunity (ODEEO)	Wayne A. Williams	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2019	Submit for review and, upon clearance, issue FY 2020 HUD EEO policy statement. (Part G – A.1.a.)	Yes		12/05/2019
09/30/2020	Create a protocol for annual timely drafting, clearance and issuance of updated HUD EEO policies statement.	Yes		09/30/2020

Report of Accomplishments

Fiscal Year	Accomplishments
2020	The protocol for annual timely drafting, clearance and issuance of updated HUD EEO policies statement is still pending.
2019	HUD Secretary signed and issued the FY 2020 EEO Policy Statement in a timely manner.
2019	HUD drafted and submitted for clearance the Secretary’s FY 2020 EEO policy statement to ensure timely issuance.

MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

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

Statement of Model Program Essential Element Deficiency #H7

Type of Program Deficiency	Brief Description of Program Deficiency
Management and program accountability	HUD does not collect the required applicant flow data necessary to determine what part of the recruitment and selection process requires further evaluation.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/02/2020	Establish a plan to collect applicant flow data that identifies: <ol style="list-style-type: none"> 1. The number of applications received for: (a) New hires to mission critical occupations; (b) Internal competitive promotions to mission-critical occupations; (c) Internal competitive promotions to the senior grade levels; and (d) Career development programs. 2. The number of individuals who qualified for: (a) New hires to mission critical occupations; (b) Internal competitive promotions to mission-critical occupations; (c) Internal competitive promotions to the senior grade levels; and (d) Career development programs. 	09/30/2022		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, Office of Departmental Equal Employment Opportunity (ODEEO)	Wayne A. Williams	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2022	Meet with OCHCO to identify if the current data collection system can be modified/updated to collect the required applicant flow data. If so, create an action plan with a timeline for when applicant flow data will be available for an analysis to be conducted and presented within the FY 2021 MD-715 report.	Yes		
09/30/2022	If the current data collection system cannot be modified/updated to collect the required applicant flow data, establish a plan to acquire a system that will provide the required data.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

PART I

**FEDERAL AGENCY ANNUAL EEO PROGRAM
STATUS REPORT - EEO PLAN TO ELIMINATE
IDENTIFIED BARRIER(S)**

MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

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

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier #I1

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	B3	There continues to be a low participation rate of Hispanics-Latinos in MCOs: (Economist Series (0110); Human Resources Management Series (0201); Miscellaneous Administration and Program Series (0301); Auditing Series (0511); Contracting Series (1102); and Information Technology Management Series (2210).

EEO Group(s) Affected by Trigger

EEO Group
Hispanic or Latino Males
Hispanic or Latino Females

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	A review of workforce data reveals HUD experienced low Hispanics-Latinos participation

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
		rates in several MCOs. HUD employed 671 (8.54%) permanent Hispanic-Latino employees in FY 2020, compared to (6.55%) in FY 2019 which is above the Government-wide participation rate of 8.50% and but still below the CLF of 9.96%. Although the participation rate for the permanent Hispanic-Latino workforce increased by in FY 2020, the participation in the identified MCOs did not.
Other (Please Describe)		

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
HUD has not fully formalized organizational recruitment and succession planning strategies to increase targeted recruitment and outreach efforts specifically for Hispanics-Latinos in mission critical related occupations.
A review of workforce data reveals HUD experienced low Hispanics-Latinos participation rates in several MCOs. HUD employed 671 (8.54%) permanent Hispanic-Latino employees in FY 2020, compared to (6.55%) in FY 2019 which is above the Government-wide participation rate of 8.50% and but still below the CLF of 9.96%. Although the participation

Description of Policy, Procedure, or Practice
rate for the permanent Hispanic-Latino workforce increased by in FY 2020, the participation in the identified MCOs did not.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yy)	Date Completed (mm/dd/yy)
Formalize organizational recruitment and succession planning strategies to increase targeted recruitment and outreach efforts for Hispanics-Latinos in MCOs.	10/01/2015	10/01/2020	Yes	10/01/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
General Deputy Assistant Secretary for Administration	Kevin McNeely	Yes
Acting Director, Office of Departmental Equal Employment Opportunity (ODEEO)	Wayne A. Williams	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	HUD will identify Minority Serving Institutions or other organizations with which to partner to establish a pipeline for the employment of Hispanics-Latinos.		09/10/2020
10/15/2020	HUD will invite Hispanic-Latino college students and interns to attend a career fair and learn about HUD careers. In addition, participants will be presented an overview of the application process for Federal government jobs on USAjobs.com. Finally, participants will participate in Executive Speed Mentoring session, during which HUD SES members will share valuable career guidance.		09/10/2020
10/15/2021	HUD will spotlight Hispanic-Latino employees on its internal social media platform to increase visibility of the skill sets of HUD employees for consideration of career advancement opportunities in the MCOs.		
06/30/2021	HUD will review its Hispanic Employment Program roles and responsibilities to ensure alignment with strategic efforts and enhance effectiveness.		
12/31/2021	HUD will conduct an extensive multi-phase Hispanic-Latino workforce barrier analysis, utilizing the established Hispanic Employment working group, to identify and determine the cause of low participation rates and create strategies to increase participation from data collected by pay grades, MCOs, separations, promotions,		

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	hiring actions, and career and leadership development.		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	HUD celebrated the 2020 National Hispanic Heritage Month, an annual celebration of the culture and proud history of Hispanic Americans observed from September 15 - October 15. The 2020 National theme was: <i>“Hispanics: Be Proud of Your Past and Embrace the Future.”</i>
2020	As HUD continued the tradition of honoring the accomplishments of the past, the need to increase our outreach efforts to broaden the pipeline for Latino participation in careers at HUD was recognized and deemed a priority for the month’s recognition. HUD partnered with the National Council of Hispanic Employment Program Managers and the Hispanic Association of Colleges and Universities to host a virtual career training event for students attending Hispanic Serving Institutions. Workshops included <i>Secrets of a Federal Government Hiring Manager, Resume Writing Tips, Navigating USAJobs, and a mock presentation of Interview Skills</i> , giving students a closer look at Federal Government service as a career option and making them aware of the program offices and choices at HUD.
2020	HUD’s commemoration of National Hispanic Heritage Month adopted a virtual presentation this year. Much work went into creating content that was informative, educational, and engaging to help increase awareness and broaden the pipeline for Latino participation in careers at HUD. This was in accordance with the Department’s efforts to address deficiencies reported to the Equal Employment Opportunity Commission in the FY 2019 annual Management Directive 715 Report. The deficiency acknowledged the low participation rate of Hispanics in the HUD workforce.
2019	In FY 2019, HUD celebrated National Hispanic Heritage Month (NHHM) with both a kickoff event and spotlight. First, HUD hosted a NHHM kickoff program, during which HUD’s Deputy Assistant

	<p>Secretary of Operations for Fair Housing and Equal Opportunity served as the Keynote Speaker. In addition, HUD produced an Employee Spotlight to proudly highlight some of HUD’s brightest and most committed Hispanic-Latino employees on its internal social media platform. The spotlight including the response team that volunteered to provide disaster relief in Puerto Rico following Hurricane Maria. The NHHM committee was comprised of the HEPM, ODEEO staff and Hispanic-Latino employees.</p>
2019	<p>HUD established a Hispanic Employment working group to plan and implement NHHM programming, identify triggers, and make recommendations to address the low participation rate of Hispanics-Latinos. The Hispanic Employment committee recommended expanding their engagement beyond annual planning of NHHM events and conducting year-round efforts.</p>
2019	<p>HUD conducted three EEO site visits in FY 19, two of which have high participation rates of Hispanic-Latino employees. The purpose of the visits was not only to assess the workplace’s compliance to EEO principles, but also to give employees an overview of the Secretary’s <i>Harmony and Respect at HUD: Civility Matters</i> initiative. Employees were informed of management’s expectations of a diverse workplace, their responsibilities, and the various resources available to them. Employees were also given the opportunity to raise issues and concerns to in-person with HQ EEO personnel.</p>
2019	<p>The HEPM attended diversity related meetings and training throughout the year to expand the professional network, learn best practices from other HEPMs and gain access to information to bring back to the position at HUD. In 2019, these activities included: 2019 LULAC Federal Training Institute; The Baltimore Federal Executive Boards’ (FEB) 7th Annual Diversity & Inclusion Professional Development Program; Office of Personnel Management monthly ERGs Community of Practice (ERG CoP) Meetings; Federal Exchange on Employment and Disability (FEED) meetings; and Transportation Security Administration’s (TSA’s) Office of Civil Rights & Liberties, Ombudsman & Traveler Engagement (CRL/OTE) “Diversity & Inclusion Change Agents” course</p>

MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

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

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier #I2

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
MD 715		HUD's noncompliance in establishing and maintaining an effective Reasonable Accommodation Program that complies with the governing laws and principles that require Federal agencies to establish procedures to facilitate the provisions of reasonable accommodations.

EEO Group(s) Affected by Trigger

EEO Group
All Men
All Women

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	HUD has not yet implemented procedures for reasonable accommodation for PWD and PWTD that are readily available to all employees and applicants for employment.

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Other (Please Describe)		

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
HUD lacked a web-based tracking system that manages the reasonable accommodation process.
HUD has not trained employees on their responsibilities under the Department's reasonable accommodation policy and procedures.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Finalize HUD's Reasonable Accommodation Policies and Procedures, incorporating feedback from EEOC and	10/01/2015	10/01/2016	Yes	09/30/2021	

formalizing communications outlining responsibilities.					
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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
General Deputy Assistant Secretary for Administration	Kevin McNeely	Yes
Acting Director, Office of Departmental Equal Employment Opportunity	Wayne A. Williams	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	Publish the new Reasonable Accommodation program policy and procedures and identify substantive changes to provide increased transparency in the process and clearly articulate roles and responsibilities.	09/30/2021	
09/30/2020	Assess reasonable accommodation request decisions to determine trends, commonalities, and barriers to create process improvements.	09/30/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
2020	HUD received final approval of its Reasonable Accommodation Program policy. Upon finalization of negotiations with one HUD union and execution of a new Collective Bargaining Agreement,

	HUD will establish the Reasonable Accommodation Program policy that complies with EEOC regulations and guidance.
2020	HUD received EEOC approval of draft Reasonable Accommodation Program policies and procedures, which includes the implementation of EEOC's Personal Assistance Services (PAS) requirement. HUD's Reasonable Accommodation Program policies and procedures will be disseminated upon the completion of union negotiations and CBA execution.
2020	All HUD supervisors were offered Reasonable Accommodation training.
2019	In celebration of HUD's FY 19 National Disability Employment Awareness Month (NDEAM) Program, HUD invited Anne Hirsh, Co-Director, JAN, to present an overview of the reasonable accommodations process and promote JAN as a resource for expert advice and consultation on reasonable accommodation matters.
2019	HUD completed user acceptance testing of its new Reasonable Accommodation Portal to monitor, track, facilitate and report on reasonable accommodation case management. HUD's Reasonable Accommodation Portal is an automated record-keeping system that securely stores information on reasonable accommodation requests, supporting documentation, dispositions, decisions, appeals, and implementation. It also facilitates initial reasonable accommodation requests or requests for modifications and will provide information to enhance accountability for timely and appropriate responses to reasonable accommodations requests. The implementation of the new Portal is targeted for FY 20.
2019	HUD continues to provide easy access in requesting assistive technology through its Assistive Technology Program (ATP) for accommodating HUD employees who have visual, hearing, mobility, cognitive, or other impairments. In addition, HUD continued its Interpreter Services program to provide sign language/oral interpreting services to HUD employees who are deaf or hard of hearing.
2019	HUD provided in-person reasonable accommodation training to managers and HUD's intranet website continues to contain current and relevant information, including a video titled <i>Overview of Reasonable Accommodation for Managers</i> , led by an Assistant General Counsel representative from the EEO, FAQs. In addition, supplemental reasonable accommodation trainings and videos are provided to the workforce through HUD Learn.
2019	HUD continued to support and collaborate with AHED, including planning and promoting NDEAM programs. AHED reestablished

	their charter, created an Interim Steering Committee aimed on improving information sharing with the HUD workforce and disability community, and redesigned their internal website page and ListServ.
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PART J

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

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

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

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

Section I: Efforts to Reach Regulatory Goals

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

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

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

Response: The representation rate for PWD in the GS-11 to SES grade level cluster was 11.05%, which is 0.95% below the 12.00% goal.

2. Using the goal of 2.00% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- c. Cluster GS-1 to GS-10 (PWTD) Answer: No
- d. Cluster GS-11 to SES (PWTD) Answer: No

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

Response: HUD adopted the federal goal of 12.00% as the participation rate benchmark for PWD and 2.00% for PWTD. HUD's commitment to this numerical goal is expressed not only in the annual MD-715 reports but is reiterated to hiring managers and/or recruiters by HUD senior leadership.

Section II: Model Disability Program

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

A. Plan To Provide Sufficient and Competent Staffing For Disability Program

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

Answer: Yes

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	1	0	0	Shirley Robinson Selective Placement Coordinator OCHCO shirley.v.robinson@hud.gov
Answering questions from the public about hiring authorities that take disability into account	1	0	0	Shirley Robinson Selective Placement Coordinator OCHCO
Processing reasonable accommodation requests from applicants and employees	4	0	0	Erica M. Jones, Reasonable Accommodation Branch Chief, OCHCO erica.m.jones@hud.gov
Section 508 Compliance	0	1	40	Jeffrey Salit, Section 508 Coordinator, OCIO jeffrey.l.salit@hud.gov
Architectural Barriers Act Compliance	0	0	9	Jeanine M. Worden, ABA Coordinator, OGC jeanine.m.worden@hud.gov

Special Emphasis Program for PWD and PWTD	1	0	0	Patrice Wilson EEO Specialist, ODEEO patrice.l.wilson@hud.gov
Processing computer accommodation (Assistive Technology Program) requests from applicants and employees	4	0	0	Jeffrey Salit, Section 508 Coordinator, OCIO jeffrey.l.salit@hud.gov

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

Answer: Yes

Response: The Recruitment and Staffing Division (RSD) has taken and will continue to take various training by the Office of Personnel Management on Strategies and Resources for Recruiting, Hiring, and Retaining People with Disabilities/Targeted Disabilities.

B. Plan To Ensure Sufficient Funding For The Disability Program

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

Answer: Yes

Response: HUD continues to provide sufficient support and resources to its Disability Employment Program.

Section III: Program Deficiencies in the Disability Program

FEDSEP will provide the program deficiencies from the current Part G. If there are no program deficiencies, please state “The agency has not reported any program deficiencies involving the disability program.”

Program Deficiencies

Objectives: Establish a system to track, analyze, and evaluate reasonable accommodation requests of HUD employees.

Accomplishments: HUD received EEOC approval of its Reasonable Accommodation Program policies and procedures, which are currently pending union negotiations. Upon completion and CBA execution, they will be posted on the HUD.gov website. User manual for Reasonable Accommodation Portal is under development. Target date for implementation of Reasonable Accommodation Portal is by December 31, 2021.

Section IV: Plan to Recruit and Hire Individuals with Disabilities

A. Plan To Identify Job Applicants With Disabilities

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

Response: RSD is working on a strategic recruitment plan that will increase the use of the Schedule A appointment authority to hire PWD and PWTD in HUD. In addition, the Pathways Program will be an additional source to hire students with a disability.

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

Response: HUD utilizes a variety of activities to increase the participation rates of PWD and PWTDs, to include partnering with Gallaudet University, the Operation Warfighter's program for disabled Veterans, and State Vocational Rehabilitation Centers to recruit and hire qualified PWD and PWTD. In addition, HUD uses the U.S. Department of Labor's (DOL) Workforce Recruitment Program (WRP), which connects Federal employers with college students and recent graduates with disabilities eager to enter the workplace and the Schedule A appointing authority, Pathways, and various Veterans appointing authorities.

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

Response: First, HUD verifies the appropriate proof of disability supporting documentation issued by licensed medical professionals, vocational rehabilitation specialist or any Federal or state agency to determine eligibility. Eligible applicants are then forwarded either by review of the POL for anticipated positions or at the request of a Program Office for consideration. All eligible applicants are referred on a separate certificate following review. Selecting officials receive quarterly training on how Schedule A hiring authority can be used and an additional overview when reviewing an applicant for consideration using the Schedule A authority. In addition, a new Schedule A resume database on SharePoint has been established to give hiring managers easy access to review resumes from PWD for employment opportunities.

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

Answer: Yes

Response: HUD provides ad-hoc training to all Program Office hiring managers and Administrative Officers on hiring authorities and practices to increase HUD's use of the

Schedule A hiring authority and Veterans recruitment programs. This training is provided virtually to include field managers and to accommodate the workplace during the pandemic.

B. Plan To Establish Contacts With Disability Employment Organizations

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

Response: HUD utilizes DOL’s Workforce Recruitment Program (WRP), Gallaudet University, and other resources to recruit and hire PWD and PWTD. In addition, HUD continues to partner with state Vocational Rehabilitative Services to promote future hiring opportunities for PWD and PWTD working closely and partnering with University Student Disability Affairs Offices.

C. Progression Towards Goals (Recruitment And Hiring)

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

New Hires for Permanent Workforce (PWD)	Answer: No
New Hires for Permanent Workforce (PWTD)	Answer: No

Response: No triggers existed in FY 2020 for PWD and PWTD among the new hires in the permanent workforce. HUD exceeded the Federal government wide 12% goal for PWD (17.81%) and the 2% goal for PWTD at 3.11%.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

New Hires for MCO (PWD)	Answer: No
New Hires for MCO (PWTD)	Answer: Yes

Response: In FY 2020, no triggers existed for PWD among hires in MCOs in HUD, however, PWTD did not reach the 2% goal the MCO 0301. The participation rate for MCO 0301 was 0.90%, which is 1.10% below the federal benchmark.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

Qualified Applicants for MCO (PWD)	Answer: Yes
Qualified Applicants for MCO (PWTD)	Answer: Yes

Response: In FY 20, HUD’s MCO triggers existed for job series 0301 CPD Specialist (PWD and PWTD), 0360 EO Specialist (PWTD) and 1101 Housing Specialist (PWTD).

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

Promotions for MCO (PWD) Answer: No
Promotions for MCO (PWTD) Answer: No

Response: N/A

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

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

A. Advancement Program Plan

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

Response: HUD utilizes its annual MD-715 Report and Diversity and Inclusion Strategic Plan to develop and implement initiatives to ensure PWD have sufficient opportunities for advancement. HUD promotes the flexibilities of Schedule A hiring for internal and external candidates during weekly consultation meetings and utilizes a recruitment strategy that includes outreach and recruitment for Schedule A applicants.

B. Career Development Opportunities

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

Response: In FY 2020, OCHCO conducted 203 training events. In addition, we provided onsite, in-person training to three Field Offices (Knoxville, TN, New Orleans, LA, and Anchorage, AK).

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

a. Applicants (PWD) Answer: Yes
b. Selections (PWD) Answer: Yes

Response: Triggers exist for PWD for applicants and selectees for HUD’s career development programs. Specifically, at the GS 5-12 levels only 3.90% of applicants and selectees were PWD; at the GS 13-14 levels only 4.10% of applicants and selectees were PWDs; and at the GS-15 and SES levels there were no PWD applicants or selectees.

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

- a. Applicants (PWTD) Answer: Yes
- b. Selections (PWTD) Answer: Yes

Response: Triggers exist for PWTDs for applicants and selectees for HUD’s career development programs. Specifically, at the GS 5-12 levels only 0.90% of applicants and selectees were PWTDs; at the GS 13-14 levels only 0.40% of applicants and selectees were PWTDs; and at the GS-15 and SES levels only 1.90% of applicants and selectees were PWTDs.

C. Awards

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

- a. Awards, Bonuses, & Incentives (PWD) Answer: Yes
- b. Awards, Bonuses, & Incentives (PWTD) Answer: Yes

Response: In FY 2020, HUD identified triggers for awards, bonuses, and incentives based on the inclusion rate for PWD (1.56%) as compared to all others (1.84%) and PWTD (1.67%) as compared to all others (1.82%).

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

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

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

- a. Other Types of Recognition (PWD) Answer: No
- b. Other Types of Recognition (PWTD) Answer: No

D. Promotions

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. SES

- I. Qualified Internal Applicants (PWD) Answer: No
- II. Internal Selections (PWD) Answer: No

Response: SES Internal Applicants NO; Internal Selections NO. In FY 2020, HUD’s internal promotion rate at the GS-15 level for PWTD was 1.30%. When compared to the appropriate benchmarks, triggers were not identified for qualified internal applicants.

b. Grade GS-15

- I. Qualified Internal Applicants (PWD) Answer: No
- II. Internal Selections (PWD) Answer: Yes

Response: GS-15 Internal Applicants NO; Internal Selections Yes. In FY 2020, HUD’s internal promotion rate at the GS-15 level for PWTDs was 1.30%. When compared to the appropriate benchmarks, triggers were not identified for qualified internal applicants.

c. Grade GS-14

- I. Qualified Internal Applicants (PWD) Answer: No
- II. Internal Selections (PWD) Answer: Yes

Response: GS-14 Internal Applicants NO; Internal Selections YES. In FY 2020, HUD’s internal promotion rate at the GS-15 level for PWTD was 3.65%. When compared to the appropriate benchmarks, triggers were not identified for internal selections.

d. Grade GS-13

- I. Qualified Internal Applicants (PWD) Answer: No
- II. Internal Selections (PWD) Answer: No

Response: GS-13 Internal Applicants NO; Internal Selections NO. In FY 2020, HUD’s internal promotion rate at the GS-13 level for PWTDs was 4.35%. When compared to the appropriate benchmarks, triggers were not identified for both qualified internal applicants and internal selections.

2. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. SES

- I. Qualified Internal Applicants (PWTD) Answer: No
- II. Internal Selections (PWTD) Answer: No

Response: In FY 2020, when compared to the appropriate benchmark, no triggers were identified for new hires from grade levels GS-13 through SES.

b. Grade GS-15

- I. Qualified Internal Applicants (PWTD) Answer: No
- II. Internal Selections (PWTD) Answer: No

Response: N/A

c. Grade GS-14

- I. Qualified Internal Applicants (PWTD) Answer: No
- II. Internal Selections (PWTD) Answer: No

Response: N/A

d. Grade GS-13

- I. Qualified Internal Applicants (PWTD) Answer: No
- II. Internal Selections (PWTD) Answer: No

Response: N/A

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

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

Response: N/A

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD's among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

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

Response: N/A

5. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Executives

- I. Qualified Internal Applicants (PWD) Answer: No
- II. Internal Selections (PWD) Answer: No

b. Managers

- I. Qualified Internal Applicants (PWD) Answer: No
- II. Internal Selections (PWD) Answer: No

c. Supervisors

- I. Qualified Internal Applicants (PWD) Answer: No
- II. Internal Selections (PWD) Answer: No

Response: In FY 2020, when compared to the appropriate benchmarks, no triggers were identified for promotions to supervisory positions for executives (qualified internal applicants and internal selections) and managers (internal selections). Additionally, HUD did not capture this data on supervisors.

6. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Executives

- a. New Hires for Executives (PWTD) Answer: No
- New Hires for Managers (PWTD) Answer: No
- New Hires for Supervisors (PWTD) Answer: No

- I. Qualified Internal Applicants (PWTD) Answer: No
- II. Internal Selections (PWTD) Answer: No

b. Managers

- I. Qualified Internal Applicants (PWTD) Answer: No
- II. Internal Selections (PWTD) Answer: No

c. Supervisors

- I. Qualified Internal Applicants (PWTD) Answer: No
- II. Internal Selections (PWTD) Answer: No

Response: N/A

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

- a. New Hires for Executives (PWD) Answer: No
- b. New Hires for Managers (PWD) Answer: No
- c. New Hires for Supervisors (PWD) Answer: No

Response: In FY 2020, when compared to the benchmark, a trigger was identified for new hires to supervisory positions for executives. Additionally, HUD did not capture this data on supervisors.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

- a. New Hires for Executives (PWTD) Answer: No
- b. New Hires for Managers (PWTD) Answer: No
- c. New Hires for Supervisors (PWTD) Answer: No

Response: N/A

Section VI: Plan to Improve Retention of Persons with Disabilities

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

A. Voluntary And Involuntary Separations

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

Answer: Yes

Response: N/A

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

- a. Voluntary Separations (PWD) Answer: No
- b. Involuntary Separations (PWD) Answer: No

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

- a. Voluntary Separations (PWTD) Answer: No
- b. Involuntary Separations (PWTD) Answer: No

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

Response: N/A

B. Accessibility Of Technology And Facilities

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

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

Response: HUD.gov

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

Response: <https://www.access-board.gov/enforcement/>

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

Response: N/A

C. Reasonable Accommodation Program

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

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

Response: HUD's average time frame for processing requests for reasonable accommodations in FY 20 was approximately 55 days. Approximately 52% of cases were processed within 30 business days. Upon finalization of negotiations and execution of new Collective Bargaining Agreements, as applicable, HUD will establish an updated Reasonable Accommodation Program policy that clearly states the maximum amount of time for processing requests for reasonable accommodation.

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

Response: HUD received final approval of its Reasonable Accommodation Program policy. Upon finalization of negotiations with one HUD union and execution of a new Collective Bargaining Agreement, HUD will establish the Reasonable Accommodation Program policy that complies with EEOC regulations and guidance.

D. Personal Assistance Services Allowing Employees To Participate In The Workplace

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency. Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS request for trends.

Response: HUD updated its Reasonable Accommodation Program policy to include the implementation of EEOC's Personal Assistance Services (PAS) requirement. Requests for PAS follow the same process as outlined in HUD Handbook 7855.1, *Accommodation Request for Persons with Disabilities*. The policy outlines the process for requesting PAS, determining whether such services are required, and the agency's right to deny such requests when provision of the services would pose an undue hardship, which are the same as for reasonable accommodation. The updated Reasonable Accommodation Program policy completed HUD's internal clearance process, was submitted to the EEOC for review, and received EEOC concurrence. HUD has not yet received any requests for PAS but has a contractor in place to ensure that PAS will be made available when needed. HUD will utilize this report to measure its progress on PAS and all other matters impacting PWTB's.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

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

Answer: Yes

Response: The total number of formal EEO complaints for FY 2020 was 64. Of the 64 formal EEO complaints, 23 complaints were filed by PWD alleging harassment (36.00%), which exceeded the government wide average of 21.00%. (NOTE: This percentage is based on FY 2019 government wide average numbers as the EEOC has not released the numbers for FY 2020 as of the preparation of this response.)

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

Answer: No

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

Response: There were no findings of discrimination relative to this request during FY 2020.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

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

Answer: Yes

Response: Of the 64 formal EEO complaints filed in FY 2020, 16 alleged a failure to provide a reasonable accommodation (25.00%), which exceeded the government wide average of 13.00%. (Please see note above relative to EEOC's release of the government wide average.)

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

Answer: No

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

Response: There were no findings of discrimination relative to this request during FY 2020.

Section VIII: Identification and Removal of Barriers

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

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

Answer: No

Response: To date, HUD has not identified any barriers that affect employment opportunities for PWD and/or PWTD. FY 2020 HUD established a plan to conduct barrier analysis for identified triggers.

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

Answer: No

Response: To date, HUD has not identified any barriers that affect employment opportunities for PWD and/or PWTD. However, in FY 2020 HUD began a review of data and created an initial plan to conduct barrier analysis for identified triggers. Upon the identification of barriers, HUD will create a plan to correct the barriers.

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

Trigger 1: HUD’s non-compliance in establishing and maintaining an effective Reasonable Accommodation Program that complies with the governing laws and principles that require Federal agencies to establish procedures to facilitate the provisions of reasonable accommodations.

Further, HUD received a notice of deficiency in this area from EEOC in a technical assistance letter dated July 6, 2017.

Barrier(s): HUD has not trained employees their responsibilities under the Department’s reasonable accommodation process and procedures. In addition, HUD lacked a web-based tracking system that manages the reasonable accommodation process.

Objective(s):

- Finalize HUD’s Reasonable Accommodation Policies and Procedures, incorporating feedback from EEOC and formalizing communications outlining responsibilities.
- Comply with the EEOC’s updated regulations concerning implementation of Section 501 of the Rehabilitation Act of 1973.
- Train employees and supervisor on the reasonable accommodation process and disseminate such procedures during new employee orientations and periodic employee and supervisor training sessions and make reasonable accommodation procedures available via HUD’s HUD@Work (Intranet Website) and www.hud.gov (External Website).

Responsible Official(s):

Chief Human Capital Officer, Office of the Assistant Secretary for Administration (OASA) and Director, Office of Departmental Equal Employment Opportunity (ODEEO)

Performance Standards Address the Plan? (Yes or No): Yes

Target Date (mm/dd/yyyy): September 30, 2021

Planned Activities:

Publish the new Reasonable Accommodation program policy and procedures and identify	September 30, 2021
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substantive changes to provide increased transparency in the process and clearly articulate roles and responsibilities.	
Disseminate the recently approved Reasonable Accommodation Program policy and procedures, upon execution of a CBA currently being negotiated.	September 30, 2021
Assess all reasonable accommodation request to determine what trends, commonalities, and/or barriers exist for immediate process improvements.	September 30, 2021
Offer Reasonable Accommodation policy and procedures training to all HUD employees.	September 30, 2021

Sufficient Staffing & Funding? (Yes or No): **Yes**

Modified Date (mm/dd/yyyy): 09/30/2019

Completion Date (mm/dd/yyyy): **TBD**

Fiscal Year: 2020

Accomplishments:

- HUD received EEOC approval of draft Reasonable Accommodation Program policies and procedures, which includes the implementation of EEOC’s Personal Assistance Services (PAS) requirement. HUD’s Reasonable Accommodation Program policies and procedures will be disseminated upon the completion of union negotiations and CBA execution.
- All HUD supervisors were offered Reasonable Accommodation training.
- HUD completed user acceptance testing on its new Reasonable Accommodation Portal to monitor, track, facilitate and report on reasonable accommodation case management. HUD’s Reasonable Accommodation Portal is an automated record-keeping system that securely stores information on reasonable accommodation requests, supporting documentation, dispositions, decisions, appeals, and implementation. It also facilitates initial reasonable accommodation requests or requests for modifications and will provide information to enhance accountability for

timely and appropriate responses to reasonable accommodations requests. The new Reasonable Accommodation Portal was targeted for FY 2020 implementation, however, it was delayed.

- HUD is collaborating with the EEOC to develop a new training module for supervisors and managers regarding reasonable accommodation. The module agenda was developed, and delivery was targeted for FY 2020, however, it was delayed.

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

Response: HUD's dissemination of its Reasonable Accommodation policy was delayed because it is currently negotiating a new CBA with one union, including a Reasonable Accommodation article, and wants to ensure consistency between the documents prior to dissemination.

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

Response: The EEOC's approval of HUD's Reasonable Accommodation Procedures, and anticipated dissemination, will raise awareness and enhance transparency for HUD employees of the reasonable accommodation process.

Trigger 2: In FY 2020, HUD's representation of PWD was 11.64% (882) of the total permanent workforce (7,575), slightly below the Federal government-wide goal of 12.00%. Additionally, HUD's FY 2020 participation rate of PTWD was 2.75% (208) of the total permanent workforce, exceeding the Federal government-wide goal of 2.00%.

Barrier(s): There appears to be a lack of awareness on the part of hiring managers of the special hiring authorities that could be used to non-competitively hire individuals with targeted disabilities and of established organizations whose mission is to assist Federal agencies in finding qualified candidates with disabilities.

HUD continues to make significant progress towards meeting the overall goal of 12.00% PWD with an increase of 0.39% from FY 2019 participation. Once again, HUD exceeded the PWTD participation goal of 2.00%. As such, systemic barriers are minimal, and HUD is shifting to continuous expansion of education of managers regarding hiring authorities, recruitment, retention, advancement, and reasonable accommodation programs to further its goals.

Objective(s): Continue to improve recruitment, outreach, and retention efforts of PWD and PWTD.

Responsible Official(s):

Chief Human Capital Officer, Office of the Assistant Secretary for Administration (OASA); Director, Office of Departmental Equal Employment Opportunity (ODEEO); and the Office of General Counsel (OGC)

Performance Standards Address the Plan? (Yes or No): Yes

Target Date (mm/dd/yyyy): 09/30/2021

Planned Activities:

Establish HUD’s five-year goals/plans to increase the participation rates of PWD and PWTD to reach the government-wide goal.	September 30, 2021
Provide training to managers/supervisors on Schedule A Hiring Authorities.	September 30, 2021
Promote participation in HUD-wide related activities aimed at increasing the participation of PWD and PWTD.	September 30, 2021
Utilize OPM’s contract vendor and other resources to recruit and hire qualified PWD and PWTD.	September 30, 2021
Resurvey the HUD workforce every two years to update the disability (as well as race, ethnicity, gender, and veteran) codes in workforce data. This survey will be a voluntary self-identification and result in the creation of initiatives to address and eliminate potential barriers to recruitment/outreach, hiring, professional development, promotion, and retention of PWD.	September 30, 2021

Sufficient Staffing & Funding? (Yes or No): Yes

Modified Date (mm/dd/yyyy): 10/01/2019

Completion Date (mm/dd/yyyy): On-going

Fiscal Year: 2020

Accomplishments:

- HUD initiated efforts to conduct a Department wide self-identification campaign for employees by drafting a message for issuance to all HUD employees in FY 20. The self-identification campaign is designed to raise awareness of the importance of accurate self-identification, the uses of the data regarding HUD’s PWD and PWTD participation rates, and the ability of HUD employees to review and, if appropriate, change their self-identification.
- HUD conducted a Focus Group on Evacuation Procedures for PWD to understand experiences, address concerns and ensure the effectiveness of evacuation procedures for

PWD. HUD is committed to ensure that PWD and PWTD who require evacuation assistance are aware of the procedures and provided with assistance in the event of an emergency.

- HUD continues to offer a variety of training programs and courses to HUD supervisors and employees regarding disability laws and requirements, including *Harmony and Respect at HUD: Civility Matters*.
- HUD continues to provide easy access in requesting assistive technology through its Assistive Technology Program for accommodating HUD employees with visual, hearing, mobility, cognitive, or other impairments. HUD also continued its Interpreter Services program to provide sign language/oral interpreting services to HUD employees who are deaf or hard of hearing.

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

Response: HUD experienced personnel changes in key positions that delayed advancement of activities.

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

Response: The actual impacts of the completion of planned activities are wide ranging and will allow HUD to become an employer of choice for PWD and PWTD. HUD is proud that it exceeds the Federal government-wide participation goal for PWTD and continues to make positive progress to meeting the participation goal for PWD. Upon completion of the planned activities, HUD hopes to exceed the participation goals and firmly establish itself as a leader in the employment of PWD and PWTD.