



# Court Services and Offender Supervision Agency For the District of Columbia

## DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP) ANNUAL REPORT

### FISCAL YEAR 2014 ACCOMPLISHMENT REPORT AND PLAN CERTIFICATION AND FISCAL YEAR 2015 DVAAP PLAN



Prepared By  
Office of Human Resources  
November 26, 2014

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**COURT SERVICES AND OFFENDER SUPERVISION AGENCY FOR THE DISTRICT OF COLUMBIA  
DISABLED VETERANS AFFIRMATIVE ACTION PLAN**

**EXECUTIVE SUMMARY**

In accordance with Title 5, United States Codes, Section 7201 and in compliance with 38 U.S.C. § 4214, this is the Court Services and Offender Supervision Agency (CSOSA) for the District of Columbia's Fiscal Year (FY) 2014 Disabled Veterans Affirmative Action Plan (DVAAP) Accomplishment Report and Plan Certification, and the Fiscal Year 2015 DVAAP Plan to the Office of Personnel Management (OPM). In support of this annual requirement, CSOSA and Pretrial Services Agency for the District of Columbia (PSA), an independent entity within CSOSA, will highlight the Agency's succession planning and human capital activities that recruit, develop and retain a workforce that embodies our veterans. For the purposes of this report, CSOSA and PSA will be referred to jointly as "Agency."

**WORKFORCE DEMOGRAPHICS**

The Agency's total workforce, including permanent and temporary employees, decreased from 1232 in FY 13 to 1179 at the end of FY 14. During this time, there was an increase in all veterans in the Agency's workforce from 93 or 7.5% in FY 13 to 100 or 8.4% at the end of FY 14. There was also an increase in the number of disabled veterans from 33 or 2.7% in FY 13 to 38 or 3.2% in FY 14. Additionally, there was an increase in disabled veterans with a 30% or more compensable disability, which rose from 26 or 2.1% in FY 13 to 27 or 2.3% in FY 14. The Agency's workforce demographics are provided in the chart below.

<b>Agency</b>	<b>Total Workforce</b>	<b>All Veterans</b>	<b>Disabled Veterans</b>	<b>All 30% or more Disabled Veterans</b>	<b>Non-Competitive Appointments of 30% or more Disabled Veterans</b>
<b>CSOSA</b>	833	69 (8.3%)	35 (4.2%)	25 (3.0%)	0
<b>PSA</b>	346	31 (9.0%)	3 (0.9%)	2 (1%)	0
<b>Total</b>	1179	100 (8.4%)	38 (3.2%)	27 (2.3%)	0

The policy of the Agency is to promote the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled. The Agency will continue to use a variety of special hiring authorities such as the Veterans Recruitment Appointment (VRA) and the Veterans Employment Opportunity Act (VEOA) to recruit disabled veterans and veterans that are 30 percent or more disabled. This report details the Agency's mission, its FY 14 accomplishments, and the challenges the Agency faces in implementing its DVAAP.

## AGENCY MISSIONS AND ORGANIZATIONAL STRUCTURES

### AGENCY MISSION OVERVIEW

The Court Services and Offender Supervision Agency for the District of Columbia (CSOSA) is a unique agency, founded to strengthen the District of Columbia and strengthen an overburdened criminal justice system. CSOSA was established by the National Capital Revitalization and Self Government Improvement Act of 1997 (Revitalization Act) and on August 4, 2000, CSOSA was certified as an independent executive branch agency. CSOSA is responsible for the probation, parole and pretrial services functions for adult offenders and defendants in the District of Columbia.

CSOSA incorporates the Pretrial Services Agency for the District of Columbia (PSA), which provides release recommendations to the Court and monitors defendants released into the community. CSOSA and PSA share many clients and provide many similar services, but they do not overlap.

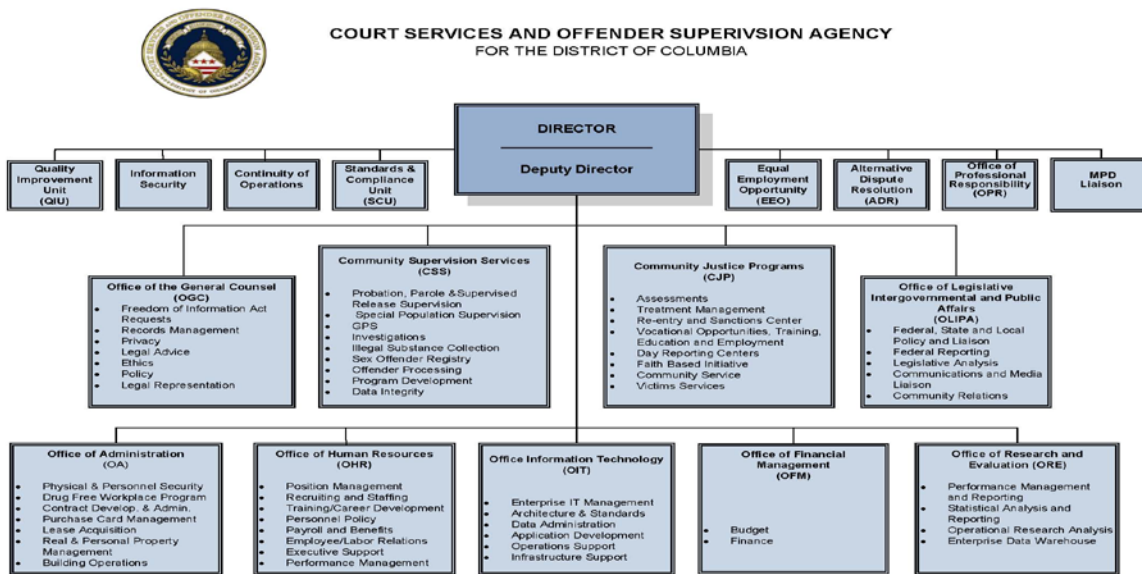
The overall mission of CSOSA is to enhance public safety, prevent crime, and reduce recidivism among those supervised and administration of justice in close collaboration with the community. Both CSOSA's and PSA's human capital management strategies are aligned with this mission and integrated into its strategic plans, performance plans, and budgets.

PSA is an independent entity within Court Services and Offender Supervision Agency in the Executive Branch of the Federal Government. Even though it is a relatively new federal agency, PSA has served the District of Columbia for over 45 years and is a widely recognized national leader in the pretrial field. Its pretrial drug testing and innovative supervision and treatment programs are regarded as models for the criminal justice system. Innovation, effective use of technology, and the development of human capital lead to organizational excellence, transparency, high professional and ethical standards, and accountability to the public.

PSA's unique *mission* is to promote pretrial justice and enhance community safety. PSA achieves this mission by assisting judicial officers in making appropriate release decisions and by providing supervision and pro-social interventions to defendants released into the community. When PSA performs these tasks effectively, unnecessary pretrial detention is minimized, jail crowding is reduced, public safety is increased, defendants return to court as scheduled and the pretrial release process is administered fairly.

The organizational structures for CSOSA and PSA are provided on the following page.

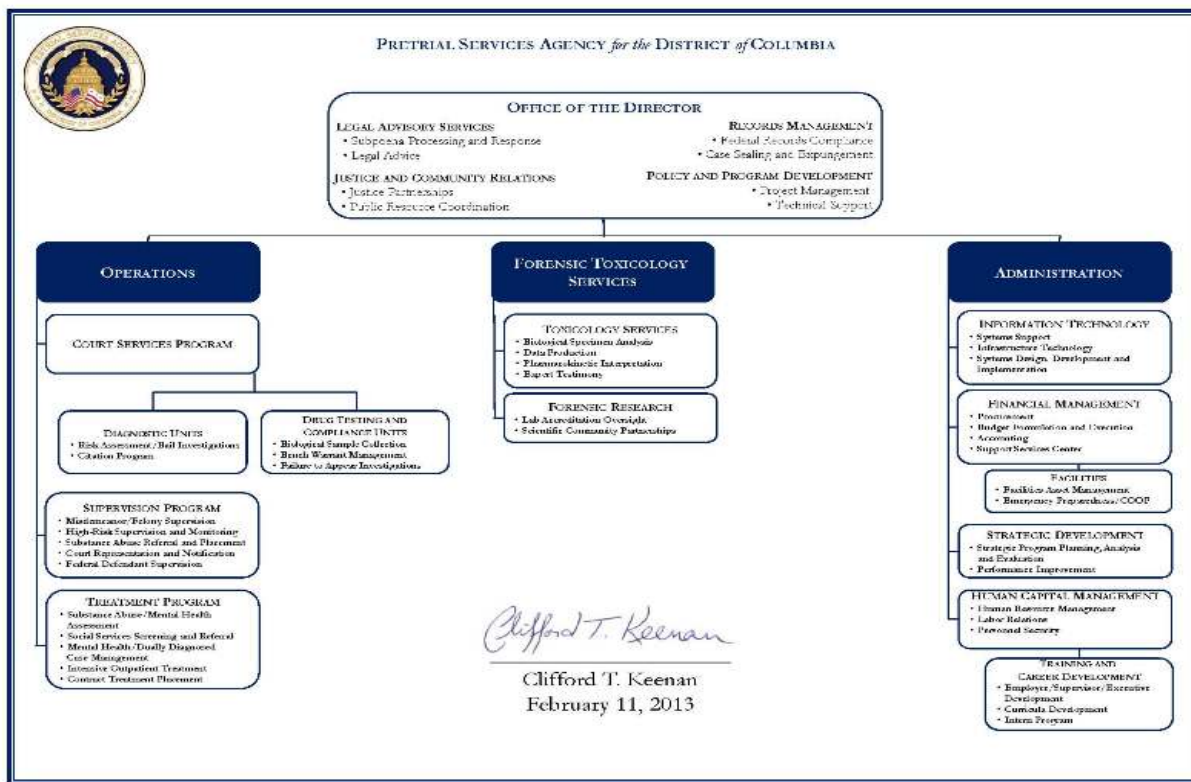
## CSOSA ORGANIZATIONAL STRUCTURE



*Nancy M. Ware*  
Nancy M. Ware, Director

October 1, 2014  
Date

## PSA ORGANIZATIONAL STRUCTURE

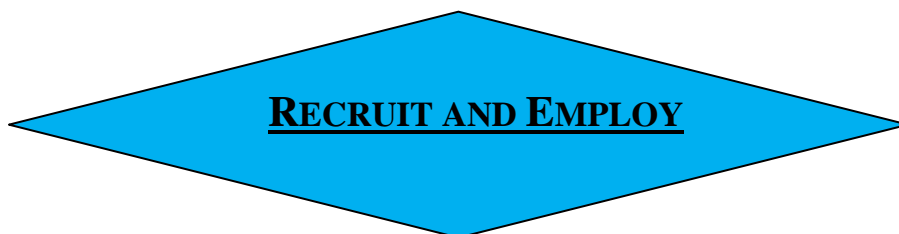


<b>DVAAP PROGRAM OFFICE AND POINT OF CONTACTS</b>
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- A. NAME AND ADDRESS OF AGENCY**  
COURT SERVICES AND OFFENDER SUPERVISION AGENCY  
655 15<sup>TH</sup> STREET, NW, SUITE 800  
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**COURT SERVICES AND OFFENDER SUPERVISION AGENCY  
ANNUAL DISABLED VETERANS AFFIRMATIVE ACTION  
FISCAL YEAR 2014 ACCOMPLISHMENT REPORT**

Outlined below are the Agency's accomplishments for FY 14, along with specific human capital strategies that are aimed at increasing the number of disabled veterans in the Agency's workforce.



The Agency is committed to becoming a model employer of individuals with disabilities, particularly our disabled veterans. As outlined in the Agency's "Strategic Plan for the Recruitment of Individuals with Disabilities", the agency has specific strategies for recruiting individuals with disabilities, including targeted recruitment, utilizing internship programs, and providing training to Human Resources staff and managers on non-competitive appointment authorities.

**COURT SERVICES AND OFFENDER SUPERVISION AGENCY (CSOSA)**

In FY 14, CSOSA hired twelve (12) veterans, one (1) of whom has a service-connected, compensable disability, and five (5) of whom have a 30% or more compensable disability. Veterans accounted for 46% of CSOSA's new hires, disabled veterans accounted for 3.8% of CSOSA's new hires, and 30% or more compensable veterans accounted for 19.2% of CSOSA's new hires. As of FY 13, OPM reported in its "Employment of Veterans in the Executive Branch FY 2013" that government-wide, veterans accounted for 31% of all new hires, disabled veterans 12.8% of all new hires, and 30% or more compensable veterans 7.6% of all new hires. Based on these numbers, CSOSA meets the government-wide average for the recruitment of veterans and 30% or more disabled veterans.

The Agency has several strategies to improve its recruitment and employment opportunities for disabled veterans. These strategies include promoting the Workforce Recruitment Program (WRP) and Operation War Fighter (OWF) internship programs to Agency managers as alternative methods to recruiting highly qualified applicants. In FY 13, CSOSA continued its ongoing recruitment partnership with the Department of Veterans Affairs Office of Rehabilitation and Employment Services to assist veterans in their job search and to place veterans in Non Paid Work Experience (NPWE) within our Agency so that they could gain critical work experience and skills.

In conjunction with OPM's disability requirements, the Selective Placement Coordinator helps to recruit, hire, and assist individuals with disabilities to secure gainful employment commensurate

with their abilities and capabilities. CSOSA maintains a “talent bank” of Schedule A applicants who apply for positions with the Agency, and as part of its ongoing outreach to find highly qualified veterans with disabilities, CSOSA representatives attended annual job fairs sponsored by Gallaudet University Career Center, Eleanor Holmes Norton Job Fair, and Quantico Marine Base Job Fair for Veterans.

CSOSA also continued its use of USAJOBS.gov for all external vacancy announcements and included information on the special hiring authorities for the recruitment and selection of disabled veterans. The Agency also continued to disseminate employment information and other information in alternative formats, such as large print, video, and accessible Internet sites, for all applicants, including disabled veterans.

### **PRETRIAL SERVICES AGENCY (PSA)**

PSA continued its ongoing recruitment partnership with the Department of Veterans Affairs and Office of Employment Services to assist with disabilities in securing gainful employment commensurate with their abilities and capabilities.

PSA continued to disseminate employment information and other information in alternative formats, such as large print, video, and accessible Internet sites for all applicants to include disabled veterans.

USAJOBS is used to publish and disseminate vacancy announcements, which include language to support recruitment of disabled and other veterans under the following special hiring authorities:

- Veterans Readjustment Appointment, a special hiring authority that allows the Agency to hire eligible veterans using direct appointments if they meet the basic veterans’ readjustment eligibility requirements provided by law;
- Veterans Employment Opportunities Act of 1998, which allows eligible veterans to apply for positions announcement under merit promotion procedures when the Agency is recruiting from outside of its workforce.

PSA continues to use the Category Rating Method to increase the number of qualified applicants an agency has to choose from while preserving veterans’ preference rights. This has been a successful method for recruitment for positions within the Agency.

PSA continues to work with the Veteran’s Administration Vocational Rehabilitation and Employment Services to hire and train disabled veterans in non-paid work experience opportunities.





**PROMOTE AND DEVELOP**

The Agency understands that it is important to provide internal advancement opportunities for disabled veterans. To meet its goal, the Agency has several strategies and methods to assist disabled veterans in the areas of career development and training. In FY 13, CSOSA scheduled mandatory training for all managers and Human Resources Staff on disability awareness and reasonable accommodation issues. The Agency continues to provide training and career opportunities to ensure disabled veterans have opportunities for both promotion and career development.

**COURT SERVICES AND OFFENDER SUPERVISION AGENCY (CSOSA)**

In FY 14 CSOSA continued strategies aimed at promoting and encouraging employee disability awareness and developmental opportunities for its veterans. In early FY 14, CSOSA conducted mandatory training sessions for all managers and Human Resources staff on Disability Awareness. The training includes detailed information on the recruitment of individuals with disabilities, disability awareness, as well as reasonable accommodation requests and issues that impact people with disabilities and disabled veterans.

Additionally, through its Training and Career Development Center (TCDC), CSOSA continues to provide disabled veterans with a variety of trainings and developmental opportunities to ensure that these veterans gain the skills and competencies needed for successful performance in their jobs and further enhance their career opportunities. In FY 14, the Agency conducted internal training/workshops as a means of additional career enhancement/developmental opportunities for its employees and disabled veterans. These trainings included:

- All supervisors received the On-line Uniformed Services Employment and Reemployment Rights Act annual training.
- All employees, including disabled veterans, were afforded the opportunity to participate in the beginning level management classes.
- CSOSA continued to offer career and leadership development programs and conferences for administrative professionals and disabled veterans at grade levels GS 3-11. The training was designed to strengthen this core group of employees' primary job competencies in the areas of time management, stress management, and emotional intelligence.
- Internal development training sessions were provided on Performance Management, Alternative Dispute Resolution Overview, Equal Employment Opportunity (EEO) Overview, Office of Professional Responsibility Overview, and Employee Assistance

Program Overview. All internal training programs are open to all Agency employees, which includes disabled veterans.

Additionally, CSOSA's Disability Employment Committee Program (DECP), which is comprised of employees from CSOSA and PSA, annually invites leaders from the disabled community to speak to employees in the month of October in celebration of National Disability Employment Awareness Month (NDEAM). These programs help to encourage understanding and awareness of individuals with disabilities, as well as encourage the use of reasonable accommodations, while removing preconceived stereotypes about individuals with disabilities.

In FY 14, CSOSA also continued to offer the Tuition Reimbursement Program which is available to all employees, including veterans.

In FY 14, the Veterans Initiative Program Committee hosted an annual Veterans Appreciation Program in conjunction with the Special Observance Committee (SOC) and the event was a success. We had over 140 individuals to attend the event.

In FY 14, CSOSA had a Disabled Veterans Representative come to the Agency to assist CSOSA/PSA veterans with their needs and address any questions or concerns they had. Additionally, the representative presented a presentation that provided a wide variety of services available and contact information to assist them.

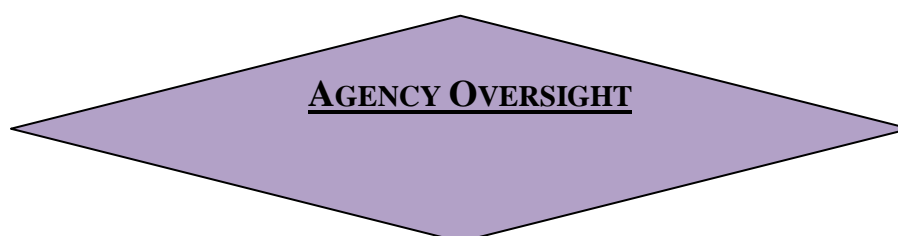
### **PRETRIAL SERVICES AGENCY (PSA)**

Disabled Veterans and other employees at PSA are provided with a variety of internal and external training and developmental opportunities to ensure that they gain the skills and competencies needed for successful performance in their jobs and to enhance their career opportunities. These include:

- The New Leaders Program, a six month leadership development program for grades 7 – 11 who have recently entered leadership positions or who have demonstrated an interested and high potential for leadership;
- The Executive Leadership Program, a nine month program for grades 11 – 13 with minimal supervisory experience, which focuses on developing current and future federal executives, managers and leaders;
- The Supervisory Mentoring Program, a component of PSA's Career Management System that provides mentors with extensive supervisory, management and leadership experience to new supervisors in their first year;
- The Agency-wide Mentoring Program, a year-long formal mentoring program which provides mentors and protégés with extensive developmental opportunities,
- The Tuition Reimbursement Program; and
- OPM's training for new supervisors.

During the recruitment phase for all PSA vacancies, the Office of Human Capital Management continued to advise and encourage managers and supervisors to create and support career opportunities for veterans and disabled veterans.

PSA continued the use of supervisory training sessions and meetings between hiring officials and OHCM employees to educate about the special laws and hiring authorities that promote employment and advancement opportunities for qualified disabled veterans in the federal government.

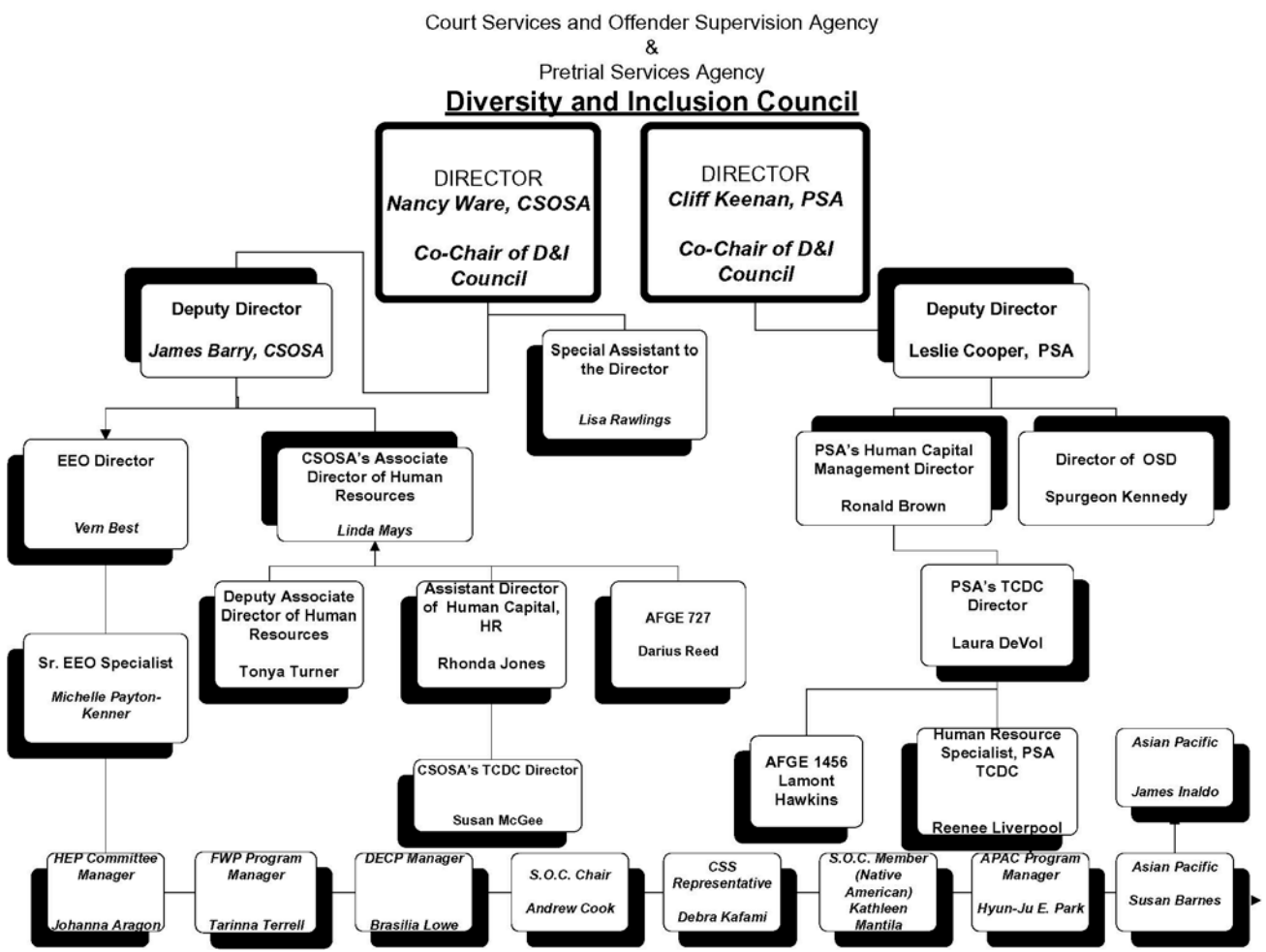


The Agency primarily oversees the implementation of DVAAP in collaboration with EEO, CSOSA OHR, and PSA OHCM. To ensure proper oversight, the Agency utilized several communication strategies to monitor, review, and evaluate DVAAP, and created accountability structures to serve this purpose. In FY 12, an Agency Diversity and Inclusion Council (Council) was established whose mission is to ensure that the Agency's measurable targets are met or exceeded in the areas of promoting opportunities for individuals in every segment of society, including individuals with disabilities and disabled veterans.

The Agency Council is headed by the Directors of CSOSA and PSA. The Council has three over-arching goals:

1. **Workforce Diversity.** Through the recruitment and retention of a workforce that represents all segments of American society;
2. **Workplace Inclusion.** By cultivating a culture that encourages fairness and a level playing field for all employees; and
3. **Sustainability of a diverse and inclusive workforce.**

A significant component of the Council's objective is to ensure that individuals with disabilities, including disabled veterans, have opportunities for recruitment, career development, and promotion. The senior leadership on the Council ensures accountability at all levels of the Agency to meet its targeted goals.



In addition to the creation of the Council, the Agency also utilized other strategies to oversee its progress with regards to DVAAP.

### **COURT SERVICES AND OFFENDER SUPERVISION AGENCY (CSOSA)**

During FY 14, OHR continued to utilize AVUE Digital Services (ADS) Staffing Module to post the job vacancy announcements on host websites; including, Disability Info.Gov, USA.Gov, USAJOBS.gov, and ED Hires Systems that focus on the recruitment of both disabled and non-disabled veterans in the following areas:

- Disability Data for White Collar Employees
- Roster of Employees
- Employment of Veterans
- Employment Statistics by Sex
- Organizational Listing
- Total Number of Veterans and Disabled Veterans in the Agency's Workforce
- Analysis of Agency's White Collar Workforce
- Hiring trends and authorities

CSOSA's OHR also continues to conduct an annual internal audit of vacancy announcement files to ensure that veterans are treated properly and given fair consideration during the application process. All vacancy announcement files, including both Delegated Examining Authority and Merit Promotion, are reviewed. In addition, certificates are reviewed internally before they are issued to the program offices to ensure proper consideration of veterans and other applicants. Human Resources Specialists are also held accountable for referring job announcements to both the District of Columbia and Commonwealth of Virginia Departments of Rehabilitative Services to ensure targeted outreach to individuals with disabilities, including disabled veterans serviced by these programs.

CSOSA also required disability awareness training for all CSOSA supervisors and OHR employees. Managers will be held accountable for ensuring proper procedures are followed in the recruitment and retention of disabled veterans, and in responding to requests for reasonable accommodation.

### **Pretrial Services Agency (PSA)**

PSA continues to use its Human Capital Management Strategic Plan and OHCM Work Plan performance measures to monitor and review the employment and advancement of its workforce to include disabled veterans.

Interviews are conducted with all employees exiting PSA employment to determine if there are any agency practices which serve as barriers to the retention of our employees. This information is reported in the Senior Executive Service performance appraisals and is used to refine human resources policies and procedures.

PSA OHCM ensures that reasonable accommodation is provided to disabled veterans and other employees as needed. Accommodations may include the purchase of specialized equipment, facility modifications, and adjustments to work schedules and/or job duties.

An internal review process exists within OHCM that requires that Certificates of Eligibility be reviewed by a second Human Resources Specialist before they are issued to hiring officials. In addition, all vacancy files are audited to ensure full compliance with federal hiring authorities and proper handling of preference eligible.



In FY 14, the Agency met many of its goals as outlined in the FY 11 DVAAP plan; however, there are still areas where progress can be made.

In the area of Recruitment and Employment, the Agency increased its total population of veterans with a 30% or more compensable disability by 5 employees in FY 14, and its total population increased by 12 employees. In FY 14, veterans accounted for 46% of CSOSA's new hires, disabled veterans accounted for 3.8% of CSOSA's new hires and 30% or more compensable veterans accounted for 19.2% of CSOSA's new hires. In FY 14, CSOSA exceeded OPM's published government-wide averages in the recruitment of disabled veterans, particularly the recruitment of 30% or more compensable veterans. This success was due to buy-in from selecting officials, working in conjunction with Human Resources Specialists, to provide opportunities for highly qualified disabled veterans on selection certificates.

The FY 11 DVAAP included goals to ensure the Agency was utilizing its non-competitive hiring authorities. In FY 14, the Agency actively utilized the non-competitive hiring authorities to recruit, promote, and provide opportunities for veterans and individuals with disabilities.

The FY 11 DVAAP included an objective that Agency's leadership must promote the importance of hiring and retaining disabled veterans. In FY 12, the Diversity and Inclusion Council was created, chaired by the Directors of CSOSA and PSA. This Council continues to work toward ensuring buy-in from senior management, progress in meeting DVAAP goals, and accountability at all levels of the Agency.

The FY 11 DVAAP stated that the Agency must ensure veterans, transitioning service members and their families, managers, and supervisors receive accurate and consistent information

regarding veterans' employment opportunities. The Agency continues to ensure that accurate and thorough information regarding veterans' preference in category rating and non-competitive hiring authorities are included on all of its external vacancy announcements.

Additionally, the Agency continues to provide training and developmental opportunities through its Training and Career Development Center, including to its population of disabled veterans. In FY 14, the Agency conducted many internal training/workshops as a means of additional career enhancement/developmental opportunities for its employees and disabled veterans.

The FY 11 DVAAP had an objective to designate an agency official or employee with full-time responsibilities for promoting veteran recruitment, employment, training, career development and retention. However, the Agency was unable to accomplish this objective because it does not have the resources to fund a "full-time" disability manager. The Agency continued to accomplish the tasks in DVAAP through a combination of resources, by collaborating with OHR, EEO, the Diversity and Inclusion Council, the Selective Placement Program Coordinator (SPPC), and the Disability Employment Committee Program (DECP).

The FY 11 DVAAP had an objective to recruit interns under the OWF and WRP programs. The Agency did not successfully recruit applicants from these programs during FY 14. Progress was made in selecting positions that would be suitable to recruit OWF interns. The Agency will attempt to bring on a disabled intern from a program in FY 15; however, the Agency has very limited resources for paid internships.



As a small, law enforcement agency, the Agency encounters several challenges in its implementation of the DVAAP plan. A list of some of the Agency's challenges is provided below:

1. As a law enforcement agency, the Agency's mission-critical positions, such as the Community Supervision Officers, have some physical requirements, such as the ability to climb stairs.
2. The Agency has reduced its overall workforce the past two Fiscal years. The Agency has very limited resources to recruit new applicants or create new positions.
3. The Agency's security process includes drug testing and a credit report check, as well as a more strenuous clearance process than other non-law enforcement agencies.

4. The Agency must compete with much larger, and well-known, agencies such as the Department of Defense and Department of Veterans' Affairs, in the recruitment of disabled veterans, particularly in its recruitment of unpaid, Operation War Fighter veterans, who already have an established pathway within these larger agencies/programs.
5. As a small, independent agency, the Agency has limited resources to develop documents and plans directly targeting veterans. The Agency must partner with agencies such as the Department of Veterans Affairs, who have created excellent materials, such as [www.VetSuccess.gov](http://www.VetSuccess.gov), in providing career assistance to veterans. The Agency must ensure that its managers and Human Resources professionals are knowledgeable of all resources both inside and outside of the Agency.
6. At this time, the Agency does not have the resources to create a full-time position of Disability Program Officer with the responsibility for the implementation of the DVAAP plan. The Agency must rely on a collaborative effort from the OHR, EEO, the Diversity and Inclusion Council, the SPPC, and the DECP, to accomplish the goals and targets of DVAAP.
7. As a small, independent agency, the Agency only has a limited number of paid internship positions and opportunities. In FY 14, CSOSA only hired two (1) new paid interns. With the new Pathways Program providing non-competitive pathways to students, the total number of paid interns within the Agency is expected to decrease.



**COURT SERVICES AND OFFENDER SUPERVISION AGENCY**  
**ANNUAL DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP)**  
**FISCAL YEAR 2014 PLAN CERTIFICATION**

This certification indicates that the program is being implemented as required by 5 CFR 720 and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

**A. DESIGNATED DVAAP CERTIFYING OFFICIAL:**

Insert Name: Linda Mays  
 Insert Title: Associate Director, Office of Human Resources  
 Insert Email: Linda.Mays@csosa.gov  
 Insert Telephone Number: 202-220-5613

**B. DESIGNATED DVAAP POC:**

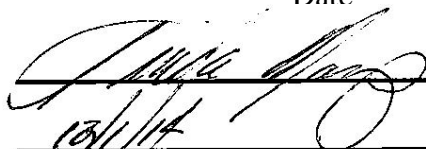
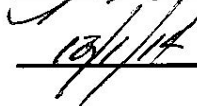
Insert Name: Karen Schmitz  
 Insert Title: Senior Human Resources Specialist  
 Insert Email: Karen.Schmitz@csosa.gov  
 Insert Telephone Number: 202-220-5444

**C. PLAN LAST AMENDED:** NOVEMBER 26, 2014 Date

**D. DATE EFFECTIVE:** OCTOBER 1, 2013 (FY14) Date

**CERTIFYING OFFICIAL SIGNATURE**

**DATE**

  
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