



Computer/Electronic Accommodations Program Strategic Plan

Fiscal Years 2010 – 2014

Real Solutions for Real Needs



U.S. Department of Defense
Office of the Assistant Secretary for Health Affairs
TRICARE Management Activity

Charting the Future of Reasonable Accommodations

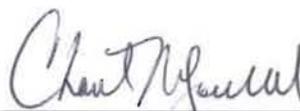
To ensure people with disabilities have equal access to opportunities, the Department of Defense (DoD) established the Computer/Electronic Accommodations Program (CAP) in 1990 to provide assistive technology (AT) to employees and individuals who need to access computer and telecommunications environments. Having now provided over 81,000 accommodations via innovative services and programs, CAP enhances productivity and job retention of federal employees with disabilities, assists both employees and Service members who acquire disabilities, and introduces innovative technology to improve access to information by all.

As the nation faces challenges with economic recovery, homeland security and wars in multiple theaters, CAP provides a vital resource to ensure federal employees with disabilities have the tools they need to do their demanding jobs. The CAP Office also supplies needs assessments and accommodations to wounded Service members, directly impacting their recovery and rehabilitation process. By implementing DoD Defense Instruction 6025.22, AT for Wounded Service Members, CAP partners with Military Treatment Facilities to integrate AT into the recovery and seamless transition process. CAP also assists the Military Health System ensure their applications are accessible to all employees. Furthermore, as reported by the U.S. Census Bureau, the implications of the aging population will have a dramatic impact on disability in America. By 2050, 25 to 30 percent of the U.S. population will be over the age of 60 and household disability will become part of everyday experience for Americans. CAP will be a partner in the Department's and Administration's efforts to improve workplace conditions for the both the aging and disabled populations. In this regard, CAP will help expand access to employment and ensure the federal government is a model employer of people with disabilities as outline in CAP's mission and vision.

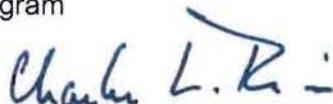
The purpose of this plan is to update and convey the strategic direction of CAP to its customers and stakeholders. This plan establishes a baseline for aligning CAP priorities and processes with the mission, vision, values, goals and strategies of the program. The strategic direction has been developed to strengthen customer service, operational and financial performance, and partnerships to improve CAP's ability to adapt to the changing requirements as the federal government pursues increased employment and opportunities for people with disabilities, wounded Service members and disabled veterans.



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CAP Mission

Provide assistive technology and accommodations to ensure people with disabilities and wounded Service members have equal access to the information environment and opportunities in the Department of Defense and throughout the federal government.



CAP Vision



To increase the employment of people with disabilities and disabled Veterans by ensuring they have access to accommodations throughout the Department of Defense and federal government.

CAP Values

Relevance—Our programs are responsive to the accommodation requirements in today's federal workplaces and military rehabilitation facilities.

Excellence—We strive to ensure outstanding services and outcomes in all that we do.

Partnership—We accomplish our mission in partnership with employees with disabilities, DoD and federal agencies, disability organizations, and professional communities.

Access—Our customers can obtain all CAP materials and services through expanded traditional and electronic means.

Accountability—Our programs and services are evaluated by how well they solve reasonable accommodation challenges found in today's federal workplaces and the workplaces of tomorrow.

Diversity—Our employees reflect the full spectrum of diversity found in the federal workforce and our research and outcomes reflect the diversity of solutions needed for the workplace.

Green—Our team is dedicated to integrating more environmentally-friendly practices into business decisions and practices, and to leading disability organizations and assistive technology vendors to do the same.

Integrity—We work with a steadfast adherence to our moral and ethical code as defined in our core values.

Growth—We strive to address societal changes by providing accommodations and support to new populations, such as wounded Service members and the aging workforce.

Strategic Goal: Excellence in Accommodation Services

Enhance CAP's ability to provide the right assistive technology (AT) and services to eligible customers—at any time and any location.

Objective: Ensure access to the CAP Technology Evaluation Center and quality needs assessments services.

Strategies

- Operate and enhance the CAP Technology Evaluation Center at the Pentagon.
- Create an AT partnership amongst federal agencies, including having an *AT Summit*.
- Expand partnerships with other AT programs, including AT centers across the nation and the Department of Labor's Job Accommodation Network.
- Develop and implement an online, interactive map through the CAP website for customers to access assessment services from local providers.
- Improve use of technology to capture CAPTEC assessment reports and the online needs assessment process.
- Develop and implement a CAPTEC blog to increase customer awareness of assessment and AT information.

Objective: Provide the latest AT and accommodations required to ensure conformance with the Rehabilitation and Telecommunication Acts.

Strategies

- Work with federal employees with disabilities and agency information technology offices to recognize requirements that will assist in identifying gaps and overlaps in CAP's scope.
- Improve utilization and productivity of employees by providing the most appropriate accommodation options.
- Work with vendors and developers to understand current products and impact the development of the next generation of products.
- Implement improved CAP technical tools to support appropriate acquisition strategies and capabilities.
- Survey vendors to procure green products and ensure embedded technologies are utilized in place of procuring a third party product, as appropriate.
- Work with partner agencies to test and evaluate new AT to ensure conformance for individual agency requirements.

Objective: Provide training to employees with disabilities to improve their work productivity.

Strategies

- Improve access to assistive technology training.
- Provide information technology training for assistive technology users.
- Provide accommodation support services, including interpreters, CART services, readers, and personal assistants to ensure equal access to appropriate training.

Objective: Ensure CAP continues to decrease CAP request processing time.

Strategies

- Maintain and improve the Standard Operating Procedures.
- Continue to expand appropriate “eGovernment” solutions with agencies, customers, and vendors.
- Enhance customer and staff access to CAP information by adding a knowledge base section to the CAP website.
- Improve the AT inventory system to meet accommodation needs to avoid acquisition process failures.
- Research and implement customer-centered tracking system to add to the CAP website.

Measuring for Results: Accommodation Services

| Objectives | Measures |
|---|--|
| Ensure access to needs assessments | Number of assessments provided Number of AT Centers in CAP’s network |
| Provide the latest assistive technology | Number / types of accommodations provided |
| Provide access to training and related accommodation services | Number of training sessions provided Number of accommodations provided to ensure access to training and information |
| Decrease processing time | Average processing time (days) |

Strategic Goal: Impact on Federal Employment

Provide the vision and direction to federal agencies to increase employment opportunities for people with disabilities via accommodations.

Objective: Increase federal agency's participation and awareness of CAP services to support the recruitment, placement, promotion and retention of people with disabilities and disabled veterans.

Strategies

- Work with agencies to integrate CAP into their Management Directive 715 plans and reports.
- Sponsor CAP training for agency's disability program managers, employees, and key officials in the National Capital Region and throughout the regions.
- Expand CAP's employment network to include targeted advocacy groups and disabled veteran organizations.
- Provide CAP, disability employment, and wounded Service members training.
- Promote the utilization of Schedule A and Veterans Appointment Authorities.
- Expand awareness of the Workforce Recruitment Program to partner agencies.
- Integrate CAP and disability accommodation information into work-life wellness programs.

Objective: Enhance CAP's ability to serve as the role model for integration and usability of assistive technology in the workplace.

Strategies

- Integrate accommodation services into the enterprise and information architectures to improve the delivery of software and other accommodations.
- Follow information technology trends, including security and seat management programs, to ensure that assistive technology is being integrated and does not exclude the employment of people with disabilities.
- Expand CAP training for agency's information technology offices and help desks to ensure employees with disabilities are receiving on-going support for their assistive technology.
- Expand CAP partners' knowledge of embedded technologies.

Measuring for Results: Employment

| Objectives | Measures |
|--|--|
| <p>Increase federal agency participation and awareness of CAP services throughout the employment lifecycle</p> | <p>Number of agencies with CAP integrated in their MD-715 plans</p> <p>Number of training sessions conducted and number of partners attending the training sessions.</p> <p>Number of accommodations submitted online</p> <p>Recruitment – number of accommodations provided to WRP students and to job placement centers</p> <p>Training – Number of accommodations provided to federal training centers</p> <p>Retention – number of accommodations filled for Workers' Compensation claimants</p> |
| <p>Enhance CAP's ability to serve as a role model for integration and usability</p> | <p>Number of training sessions that highlight IT and Help Desk requirements</p> |

Strategic Goal: Support of Wounded Service Members

Provide the direction and tools for the Military Health System and our partners to ensure returning injured and wounded Service members can access AT to enhance their recovery, rehabilitation and ability to return to work.

Objective: Increase MHS awareness and participation of CAP services for wounded Service members.

Strategies

- Implement Department of Defense Instruction 6025.22, Assistive Technology (AT) for Wounded Service Members.
- Sponsor CAP training via webinars and on-site visits.
- Partner with healthcare organizations, such as Health.Mil, to capture Service members' experiences with CAP and AT to share with the nation.

Objective: Enhance CAP's ability to provide the latest technology to meet the needs of wounded Service members with multiple injuries.

Strategies

- Study the impact of AT on Service members with multiple injuries.
- Integrate AT workstations at appropriate Military Treatment Facilities (MTFs) and partner locations, such as the VA Polytrauma Centers providing services to wounded Service members.
- Provide a network of AT centers and providers for demonstrations and training support services for Service members recovering at MTFs.
- Expand CAP training of rehabilitation professionals and case managers on AT and CAP's accommodation process for wounded Service members for ongoing support.

Objective: Empower disabled veterans to return to work through partnerships and training.

Strategies

- Integrate CAP services as part of the long-term recovery and re-employment process via partnerships with the VA, Military Service Organizations and Veteran Service Organizations.
- Ensure accommodation information is included within AHLTA and VLER, or other systems as they are developed to track Service members' healthcare information.
- Expand WRP to include recruitment of Service members.

- Partner with DOL and the VA in order to provide appropriate information to Service members regarding training and re-employment benefits.

Measuring for Results: Wounded Service Members

| Objectives | Measures |
|--|---|
| Increase awareness of CAP services at MTFs | Number of DoDI partnerships and points of contacts at MTFs Number of webinars and in-service training sessions |
| Provide the latest AT to wounded Service members | Number of accommodations provided Number of assessments provided Number of training services provided |
| Empower disabled veterans to return to work | Number of wounded Service members employed Number of accommodations provided to wounded Service members employed in the federal sector or staying on Active Duty |

Strategic Goal: Improve Financial Performance

Accomplish CAP's mission in a cost effective manner that is accountable and optimizes stewardship of resources.

Objective: Determine and account for accommodation requirements and resources.

Strategies

- Analyze federal data on employment of people with disabilities and project the impact of new customer populations, including the aging workforce and wounded Service members.
- Submit budget plans and requirements based on annual scope and customer projections.

Objective: Optimize stewardship of internal and external government resources.

Strategies

- Ensure quality financial management operations and implementation through proper training, including bulk order and inventory systems when appropriate.
- Ensure each accommodation meets justification requirements.
- Analyze the “cost of accommodation” to impact the savings accrued for Workers’ Compensation, Telework and related human capital management initiatives.
- Provide financial reports, to include pending orders for each disability team, outstanding orders reports for each cardholder, and analysis reports by funding stream.
- Conduct internal monthly audits of acquisition folders and database to ensure proper documentation and accuracy of supporting acquisition records.
- Prepare and provide periodic financial reports for DoD Components, non-DoD partner agencies, and the Military Treatment Facilities (MTFs) to advise them of the savings CAP provides.
- Reduce purchases of AT by increased use of embedded devices.

Measuring for Results: Financial Performance

| Objectives | Measures |
|-----------------------------------|--|
| Determine and obtain resources | Costs of accommodations. |
| Optimize stewardship of resources | Average cost of accommodation, overall and by disability team; Average cost of accommodation services, by disability team; Workers’ Compensation and Telework accommodation costs. |

Strategic Goal: Excellence in Communications and Training

Increase awareness of CAP services through outreach, information dissemination, training programs, and partnerships to increase employment opportunities for people with disabilities and disabled veterans.

Objective: Ensure highest level of customer satisfaction.

Strategies

- Define and commit to quality customer service, measurable successful levels, and the availability of CAP staff to attain a 95 percent satisfaction rate (average or above).
- Provide customers with information and resources on the latest assistive technology and accommodation services.
- Provide access for customers to track their CAP requests via the CAP website.
- Survey customers to understand impact of AT and quality of service(s).
- Provide internal training to CAP staff to empower front-line staff.

Objective: Increase awareness of CAP services.

Strategies

- Maximize recognition and utilization of CAP as the government's centrally-funded accommodations program via training programs, briefings, workshops and webinars.
- Expand network of AT centers to support customer needs and post network on website.
- Gain support from DoD and federal agency public affairs offices to assist in communicating availability of CAP services to national audiences.
- Partner with Office of Personnel Management and Office of Disability Employment Policy to improve utilization of CAP at federal job centers.

Objective: Utilize technology to ensure timely and effective communication to targeted populations.

Strategies

- Analyze the CAP databases to determine annual targeted groups.
- Enhance the CAP website to provide online communications, training and materials.
- Create and disseminate quarterly newsletters (CAPtions).
- Utilize the CAP Listservs to deliver monthly updates to specific audiences.
- Establish a social networking program to increase outreach to customers.
- Create a CAP Director's blog to forward information from leadership directly to customers.

- Reduce use of paper and increase use of electronic communications for program and product documentation.
- Update the CAP communications and training database to include webinars and social media activities and to improve flow of information, tracking of events, and activity reports.

Measuring for Results: Communications and Training

| Objectives | Measures |
|---|---|
| Ensure customer satisfaction | Annual rise in satisfaction rates Number of excellent ratings on surveys |
| Increase awareness of CAP services | Number of accommodations by agency Number of CAP training sessions (workshops, keynote addresses) Number of AT Centers in CAP’s national alliance Number of articles produced by CAP partners |
| Technology tools for timely and effective communication | Annual review of targeted groups and/or areas Number of CAP website hits/visitors Number of delivered newsletters Number of CAP Listserv emails Number of customer on the CAP Listservs Number of social media followers |

Strategic Goal: Utilize Technology to Deliver Superior Services

Provide appropriate tools for the CAP team to meet customer requirements to maximize impact on employment opportunities for people with disabilities and disabled veterans.

Objective: Maintain and enhance the CAP Portal to ensure CAP staff members are able to access customer information and process accommodations requests.

Strategies

- Ensure technical environment is functioning and optimal for daily staff use.
- Implement enhancements to drive information to frontline staff providing information and services to CAP customers.
- Update the CAP Portal User Guide and providing training to CAP staff on a periodic basis.

Objective: Ensure the CAP Portal is secure and protects CAP customer's information.

Strategies

- Comply with DoDD 8500.1 and DoDI 8500.2, ensuring proper implementation of security protocols and documentation.
- Comply with all Health Insurance Portability and Accountability Act (HIPAA) and Public Key Infrastructure (PKI) requirements.
- Comply with all relevant Defense Information Certification and Accreditation Process (DIACAP) requirements.
- Review activity and security logs on a weekly basis.

Objective: Develop the Next Generation of CAP Websites.

Strategies

- Update the CAP Websites to .NET to allow for seamless integration with the CAP Portal and ensure consistency with TMA standards.
- Develop a Content Management System to empower CAP staff to update portions of the websites without technical staff involvement.
- Integrate a CAP and disability training section.
- Enhance CAPTEC section to increase value for CAP customers.
- Provide a knowledge base section in order to provide CAP customers with program and service information, including a self-service section to identify their order history and status.

Objective: Enhance CAP mailing lists to improve outreach to customers.

Strategies

- Transition mailing lists to GovDelivery to conform to TMA standards and improve information regarding CAP customers on the mailing list.
- Utilize improved mailing lists to inform customers of program updates, common problems and solutions in using CAP services, and other important disability employment information.

Objective: Enhance CAP’s ability to serve as a role model for integration and usability.

Strategies

- Ensure the Military Health System integrates AT and 508 into their Enterprise and Information Architecture plans.
- Ensure the Military Health System provides information on security and accessibility as joint requirements.

Key Measuring for Results: Technology

| Objectives | Measures |
|---|---|
| Provide CAP Portal for staff services to customers | Percentage of time CAP Portal is operational Number of staff inquiries answered by knowledge base |
| Ensure security and privacy requirements are achieved | Number of passed audits |
| Develop new website | Number of website hits/visitors Number of online training sessions provided Number of customer inquiries answered by knowledge base |
| Enhance CAP mailing lists | Number of listserv messages sent to mailing lists Number of mailing list members |

Real Solutions for Real Needs

This document establishes the baseline for maintaining the federal government’s centralized accommodations program—CAP—as the recognized model of success in the 21st Century. The CAP Strategic Plan emphasizes AT and its integration to support individuals with disabilities in DoD and all federal agencies. CAP is also working with the federal research community to encourage the development and transfer of emerging technologies that have dual applications towards the Defense, Energy, and Space missions and people with disabilities. With the Administration’s commitment to review and fortify an aggressive national policy on employment of people with disabilities, CAP will work to ensure technologies are designed to enhance all employees’ ability to excel.

Working with federal agencies to support disability accommodation requirements and to identify new assistive devices, CAP will meet the challenges of the constantly changing technical environment. This effort will include the reemployment of wounded Service members and the inclusion of access for the aging workforce. The CAP Strategic Plan is the guideline to ensure high quality and timely support to the entire DoD and federal community in providing real solutions for real needs in today’s federal workplaces and the workplaces of the future.

“And today, because more than one in five Americans live with a disability -- and chances are, the rest of us love somebody with one -- we remember our obligation to ensuring their every chance to pursue the American Dream. We celebrate the courage and commitment of those who brought us to this point. And we recommit ourselves to building a world free of unnecessary barriers and full of that deeper understanding.”

– President Barack Obama, July 31, 2009

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