



Computer/Electronic Accommodations Program

Fiscal Year 2019
Business Plan

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Message from the CAP Director

The Department of Defense (DoD) established the Computer/Electronic Accommodations Program (CAP) to centralize assistive technology resources and remove the cost of accommodations as a barrier to employment of individuals with disabilities. Since its inception in Fiscal Year 1990, the program has provided over 198,000 accommodations to more than 82,500 individuals with disabilities within the Federal Government and wounded, ill and injured service members. Fiscal Year 2018 marked the first time CAP provided accommodations to more than 8,000 customers.



CAP provides reasonable accommodations and assistive technology at-no-cost to eligible DoD employees and sixty-nine non-DoD partner agency employees. CAP continues to support the Federal Government and DoD's diversity and inclusion initiatives and programs increasing employee productivity throughout the employment lifecycle.

In Fiscal Year 2018, our strategic partnerships with federal agencies, DoD Components and Military Treatment Facilities were a catalyst to CAP's success, particularly creating positive outcomes in the rehabilitation process for service members. We addressed some of the biggest barriers to equal employment opportunities with the Office of Diversity Management and Equal Opportunity (ODMEO), the DoD Disability Program Managers Working Group (DDPMWG) and the Equal Access to Information Technology (EAIT) Senior Executive Service Working Group. Lessons learned through this collaboration strengthen CAP's programmatic knowledge by increasing efficiencies in acquisition planning and procurement processes.

As part of the Defense Personnel and Family Support Center (DPFSC), CAP seeks to enhance alignment with the *National Defense Strategy* and its eleven Defense objectives and three distinct lines of effort. This *CAP Fiscal Year 2019 Business Plan* supports the strategic cascading objectives for the Defense Human Resources Activity (DHRA), Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) and Office of the Secretary of Defense.

Using this plan, CAP will remain nimble by continuing to update our policies and procedures while implementing new efficiencies to improve customer experience and product impact. We look forward to working with our Defense Human Resources Activity colleagues and external partners to create a model environment for disability, diversity, inclusion and participation.

A handwritten signature in black ink that reads "Curtis D. Bell". The signature is fluid and cursive.

Curtis D. Bell
Director, Computer/Electronic Accommodations Program

CAP Mission, Vision and Core Values



Mission: Provide assistive technology and accommodations to support individuals with disabilities and wounded, ill and injured service members throughout the Federal Government in accessing information and communication technology.

Vision: Empowered people accessing information and technology to positively impact work, rehabilitation, and customer experience throughout the Federal Government.

Core Values: Our success depends on team alignment with the following values:

- **Relevance** – We are responsive to today’s accommodation requirements.
- **Quality** – We pride ourselves in producing quality support and services in all we do.
- **Partnership** – We accomplish our mission in collaboration with DoD and federal agencies.
- **Access** – Our customers can obtain all CAP materials and services through online, accessible means.
- **Service** – Our team values our customers first and provides timely service-driven information and solutions.
- **Accountability** – Our programs and services are evaluated by how well they solve reasonable accommodation challenges.
- **Diversity** – Our employees reflect the full spectrum of diversity found within our nation.
- **Integrity** – We work with a steadfast adherence to our moral and ethical code.

Goal 1 – Enhance Customer Capabilities

Help the government be the model employer by responding to customer needs by providing appropriate and justified assistive technology, accommodations and support services to eligible customers.



Strategic Alignment

- National Defense Strategy - *Build a more lethal force*. The DoD seeks to create an environment that is conducive to our security and prosperity by cultivating workforce talent and enhancing civilian expertise.
- OUSD(P&R) - *Enable the readiness and resiliency of the military and civilian workforce*. This includes the use of civilian hiring authorities that emphasize capabilities of the military and civilian workforce, as well as developing and evaluating policy and guidance to recruit, support, and retrain a diverse and highly skilled cadre of DoD senior and executive leaders.
- DHRA - *Alignment with the War Fighter and deliver and/or enable optimal enterprise human resources services to eligible recipients*. DHRA supports overarching DoD objectives to accomplish a diverse mission set, including the provision of assistive technology and support services in coordination with human resources to attract people with disabilities and Service members to achieve a diverse and inclusive workforce.

Objective 1.1 – Ensure availability of quality needs assessments services to assist customers in identifying appropriate accommodations.

- Provide and conduct comprehensive needs assessments at customer locations and through remote services.

Objective 1.2 – Determine and provide assistive technology and accommodations for federal employees with disabilities.

- Improve utilization and productivity of employees by providing the most appropriate accommodation options.
- Work with partner agencies; determine information technology model, assistive technology lifecycle and accommodation requirements.
- Partner with DoD human resources professionals to integrate CAP referrals as part of the standardized on-boarding process.
- Work with DoD and Department of Labor to support term and temporary appointments, such as the Workforce Recruitment Program and Pathways interns.

- Partner with DoD human resources professionals to align CAP’s accommodation process with DoD and federal return to work initiatives.
- Partner with Department of Labor’s Office of Workers’ Compensation Program (OWCP) to develop and implement accommodation solutions for return to work candidates who work for CAP partner agencies.
- Enhance training and awareness offerings to widen understanding of how CAP helps DoD and federal partner agencies improve return to work outcomes.

Objective 1.3 – Provide assistive technology and accommodations for wounded, ill and injured Service members.

- In support of Department of Defense Instruction (DoDI) 6025.22, Assistive Technology for Wounded, Ill and Injured Service Members, continue partnerships with Military Treatment Facilities (MTFs) and Wounded Warrior Programs.
- Improve recovery and rehabilitation outcomes, and productivity for duty requirements, for Service members by providing the most appropriate accommodation options.
- Provide training on assistive technology and CAP’s accommodation process for Service members via webinars and onsite visits to rehabilitation professionals.
- Work with the Transition to Veterans Program Office (TVPO) to increase percent of eligible Service members aware of assistive technology prior to separation.
- Partner with Health Affairs, including medical specialists, to promote assistive technology needs assessment and provision.

CAP Measurements to Enhance Customer Capabilities		
Program Activity	Performance Metric	Target Description
Provide needs assessments	Actual number of assessments provided minus planned	Conduct 500 assessments remotely and at customer locations
Provide assistive technology to federal employees	Actual number of customers provided assistive technology or accommodation services minus planned	Serve 4,000 employees
Provide assistive technology to wounded, ill and injured Service members		Serve 2,500 Service Members (4,000 + 2,500 = 6,500)

Goal 2 – Optimize Partnerships

Work with partner agencies to identify opportunities to positively impact reasonable accommodations at their agency, treatment facility or other location by improving and increasing access and communication.



Strategic Alignment

- National Defense Strategy - Reform the Department for greater performance and affordability. The DoD has a responsibility to gain full value from every taxpayer dollar spent on defense. CAP's centralized model is a best practice to obtain the full value of funds provided by the Department to increase productivity, providing the most reasonable and appropriate accommodations.
- OUSD(P&R) - Transform the OUSD(P&R) culture to incorporate the best value in everything we do. This includes the objectives that enable military members and DoD civilians to perform their missions in a highly effective, efficient and lower cost manner.
- DHRA - Establish an empowered DHRA workforce focused on continuous process improvement. DHRA operates CAP throughout the Federal Government and all of DoD. This reduces duplicative accommodation efforts and uses efficiencies.

Objective 2.1 – Establish effective communication channels with partners.

- Develop and provide partnership guidance through continuous communication and engagement.
- Provide partnership utilization information to each agency through an annual reporting process to aid in meeting Equal Employment Opportunity Commission reporting requirements.

Objective 2.2 – Deliver CAP training program to improve and increase accessibility awareness.

- Develop annual training program, including learning objectives, instructor guides and trainee materials.
- Deliver in-person training at the CAP Technology & Evaluation Center (CAPTEC), regional trainings for federal agencies and site specific trainings for Military Treatment Facilities and Wounded Warrior Programs.
- Maintain on demand trainings located on the CAP website and CAP YouTube channel.

Objective 2.3 – Increase awareness of CAP services to improve and increase access in accordance with disability laws.

- Update outreach strategy and provide guidance and talking points to staff members.
- Implement annual outreach campaign aligned with Presidential Proclamations, federal initiatives and relevant annual disability program observances.
- Create and disseminate quarterly “CAPtions” newsletter.

Objective 2.4 – Utilize technology to ensure timely and effective information is delivered to targeted populations.

- Enhance CAP’s website to provide online materials and information.
- Use social media for outreach to targeted populations.

Measurements to Optimize Partnerships		
Program Activity	Performance Metric	Target Description
Partnership engagement	Actual number of engagements minus planned	12 engagements (monthly) for each partner
Annual stakeholders report	Actual number of agencies who receive the annual report minus number of partners	100% of reports provided by December 15 th
Disseminate timely information to CAP customers	Actual number of CAPtions provided minus planned	2 CAPtions newsletters annually
Provide information to increase awareness of CAP services and disability employment requirements as part of a training program	Actual number of events minus planned	60 events
	Actual number of online trainings minus planned	2,500 online trainings accessed at cap.mil
	Actual number of YouTube videos accessed minus planned	6,000 YouTube videos accessed
Increase awareness and utilization of cap.mil	Actual number of visits to cap.mil minus planned	115,000 visits
Provide CAP and assistive technology resources via social networks and new media	Actual number of social media actions minus planned	156 Facebook Posts (3 per week)
		156 Tweets (3 per week)
Provide information, services, training and awareness resources	Actual number of people who use CAP as a resource minus planned	271,707 resource uses

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Goal 3 – Improve Operational Performance

Accomplish CAP mission in a reliable, flexible, compliant and cost effective manner that is accountable and optimizes the utmost stewardship of DoD resources.

Strategic Alignment

- National Defense Strategy - *Reform the Department for greater performance and affordability.* The DoD has a responsibility to gain full value from every taxpayer dollar.
- OUSD(P&R) - *Transform the OUSD(P&R) culture to incorporate the best value in everything we do.* This includes the objective of providing flexible and evolutionary tools that enable military members and DoD civilians to perform their missions in a highly effective, efficient and lower cost manner.
- DHRA - *Establish an empowered DHRA workforce focused on continuous process improvement.* DHRA strives to establish a culture of continuous process improvement across the enterprise.



Objective 3.1 – Define accommodation requirements throughout the federal government.

- Use partnerships to determine number of civilian employees who comprise the potential population in the federal government who qualify for CAP services.
- Identify Active Duty Service Members with functional limitations who will benefit from assistive technology and other accommodations.
- Partner with the Disability Program Managers and/or Human Resource Managers to determine accommodation requirements throughout the individual agency.
- Leverage expertise from the DHRA Office of People Analytics to analyze performance data points and create a predictive model to inform decision making.

Objective 3.2 – Determine and account for accommodation and operation requirements and resources.

- Submit budget plans and requirements based on annual scope, customer projections and operating costs and activities.

Objective 3.3 – Optimize stewardship of internal and external government resources.

- Ensure quality financial management operations through proper training.
- Ensure each accommodation meets justification requirements.
- Analyze the “cost of accommodation” for critical customer segments.
- Prepare and provide annual reports to reinforce program value to partnering agencies, customers, and other stakeholders.

Objective 3.4 – Implement and comply with HQ DHRA Component requirements (i.e. PK, FM, etc.).

- Publish a DoDI on CAP Operations to establish policies and define roles and responsibilities.
- Implement and operate an effective Manager’s Internal Control (MIC) Program to reduce risk, assign accountability and enhance quality.
- Operate and ensure full compliance with DHRA Training Program requirements.
- Comply with Financial Improvement and Audit Readiness (FIAR) and Defense Agency Initiative (DAI) Agency Solution Review (ASR) requirements.
- Comply with DoD privacy and security requirements.
- Operate and comply with DoD records management, forms and data collection requirements.
- Comply with DoD policy regarding partnership agreements and procedures.

Objective 3.5 – Operate Performance Management System (CAP Portal) to increase efficiencies, eliminate waste and document lessons learned and best practices.

- Establish annual performance standards and create annual performance dashboard.
- Integrate performance management into quality assurance and risk assessments.
- Enhance and update the existing Performance Management System (CAP Portal).

Objective 3.6 – Access data from the Performance Management System (CAP Portal) to inform decision making at all levels of the organization.

- Provide staff training sessions for improved understanding of accessing data reports.

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- Provide monthly performance reports with data on all functional areas within CAP.

Objective 3.7 – Ensure highest level of customer satisfaction in compliance with the Standard Operating Procedures.

- Analyze and update Standard Operating Procedures to improve processes and meet evolving business needs.
- Participate in technology and disability conferences and workgroups to engage vendors and the disability community to discover new technologies and improve understanding of evolving customer expectations.
- Formalize the collection of customer survey feedback and update Standard Operating Procedures accordingly.
- Conduct surveys to highlight overall experience satisfaction and product impact on productivity or recovery and rehabilitation outcomes for customers.

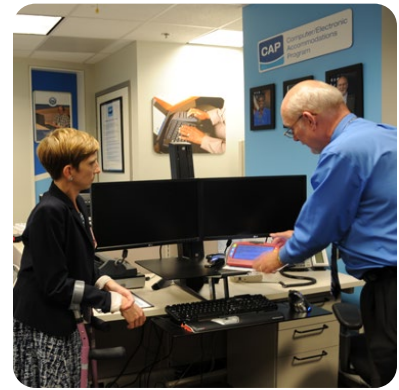
Measurements to Improve Operational Performance		
Program Activity	Performance Metric	Target Description
Operate financial management program	Comply with budget and financial planning and execution requirements	100% compliance with budget formulation, reporting and execution
Analyze cost of accommodation for federal employees with disabilities	Track average cost of accommodation	Report average cost
Analyze cost of accommodation for Service members		Report average cost
Operate MIC Program	Comply with MIC requirements	100% compliance with timely reporting
Operate DHRA Training Program	Comply with training requirements	100% compliance with timely reporting
Operate Privacy, Security and Records Managements Programs	Comply with Privacy, Security and Records Management Program requirements	100% compliance with timely reporting and activities
Publicize expected procurement method timeframes for CAP customers	Actual number of days from "Approved" to "Ordered" minus planned	Blanket Purchase Agreements: 10 days
		Government Purchase Card: 15 days
Publicize expected procurement method timeframes for CAP customers	Actual number of days from "Approved" to "Submitted" minus planned	Purchase Orders: 15 days
Operate Performance Management System	Monthly performance reports	Increase quality, reduce risk, achieve performance targets
Training sessions	Number of training sessions planned versus actual sessions	2 training sessions
Performance reports	Number of reports provided minus number of reports planned	12 reports (monthly)
Partnership Agreements	Comply with applicable DoD policy	100% compliance with DoD policy
Access customer feedback on satisfaction level with CAP services	Actual feedback levels minus planned.	Achieve customer satisfaction level of 90% with a score of Above Average or Excellent
Access customer feedback on product impact on job performance or recovery and rehabilitation outcomes	Actual feedback levels minus planned.	90% of customers stating there was a Positive Impact

Goal 4 – Operate CAPTEC

Operate, maintain and enhance CAPTEC capabilities to maximize the positive impact on the federal workforce in accommodating employees and complying with federal regulations.

Strategic Alignment

- National Defense Strategy - *Build a more lethal force*. The DoD cultivates workforce talent and enhances civilian expertise through the retention and promotion of wounded, ill and injured Service members and individuals with disabilities. By increasing the subject matter expertise within CAP, the program is a better resource within the DoD to promote a talented and diverse workforce to support DoD requirements.
- OUSD(P&R) - *Enable the readiness and resiliency of the military and civilian workforce*. By increasing efficiencies, awareness and education about how to accommodate the military and civilian workforce, CAPTEC enables the readiness of the workforce and provides alternative ways to be resilient after an injury or a diagnosis of a disability.
- DHRA - *Establish an empowered DHRA workforce focused on continuous process improvement*. CAPTEC researches, demonstrates and operates the latest technology in a DoD environment. Increased awareness, knowledge sharing and reduced effort for identification and implementation of assistive technology is enhanced through CAPTEC.



Objective 4.1 – Operate and enhance the services at CAPTEC in the Pentagon.

- Operate, maintain and enhance CAPTEC with cutting-edge technology.
- Provide needs assessments at CAPTEC.
- Provide assistive technology demonstrations and tours to relevant stakeholders.

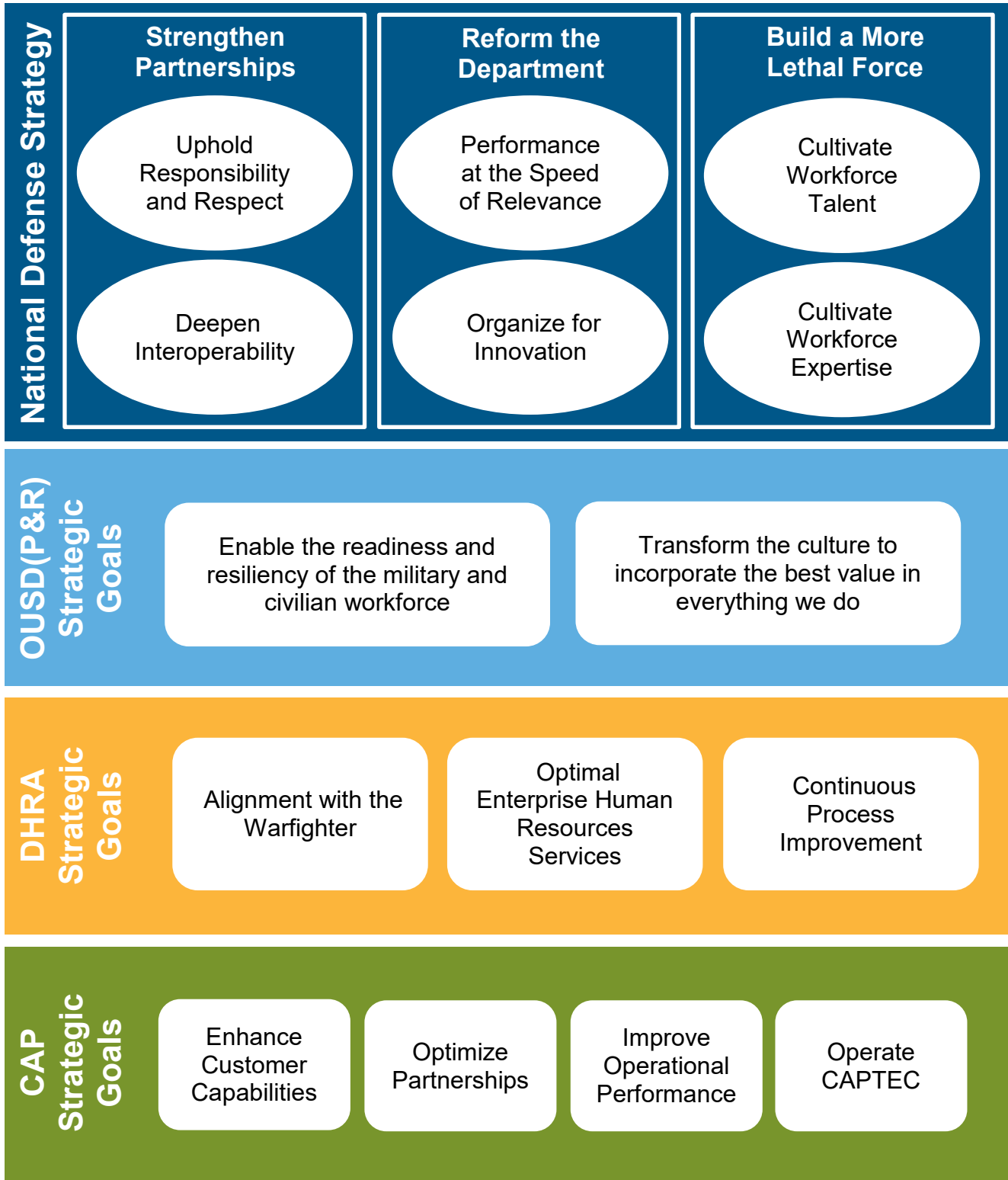
Objective 4.2 – Use the capabilities and learning at CAPTEC to educate CAP staff and increase subject matter expertise.

- Research advances in assistive technology and document findings.
- Establish a periodic training schedule to educate CAP staff on technological advances, disability trends and other information relevant to the CAP mission.

Measurements to Improve CAP Technology & Evaluation Center		
Program Activity	Performance Metric	Target Description
Provide needs assessments	Actual number of assessments provided minus planned	400 assessments
Provide CAPTEC services	Actual number of customers minus planned	Serve 2,500 annual customers
Host CAPTEC events to demonstrate new assistive technology and increase understanding of accommodation process	Actual number of CAPTEC events minus planned	Coordinate and host 2 CAPTEC events
Update technology available for demonstration	Actual number of requested updates minus planned	2 update requests
Conduct internal trainings to expand CAP staff expertise	Actual number of trainings minus planned	Coordinate and conduct 2 internal CAP trainings

Strategy Map

CAP's mission supports the Federal Government's goal to be the model employer of individuals with disabilities by aligning with the DoD's *National Defense Strategy*.



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