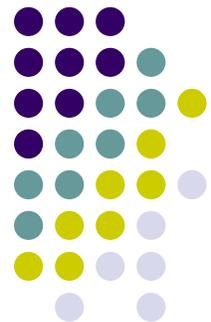


BARRIER ANALYSIS PART I

**Identifying Triggers
Using Workforce
Statistics and Other
Sources of Information**



Objectives



Provide overview of the barrier analysis process.

Identify sources of triggers

Explore connection between triggers and policies, practices, procedures and conditions where barriers might exist.

Develop Action Plan.

Follow-up.

What is Barrier Analysis?



- **An investigation of anomalies found in workplace policies, procedures, and practices with an eye toward identifying their root causes, and, if those root causes are potential barriers, devising plans to eliminate them.**

Barrier Analysis Process



- **Find triggers**
- **Connect triggers to possible barriers**
- **Develop and implement action plan**
- **Follow-up**

What is a Trigger?



- **A trend, disparity, or anomaly that suggests the need for an inquiry into an employment policy, practice, procedure, or condition.**



STEP 1: Identify Triggers

- **Workforce statistics (starting point)**
- **Complaints data**
- **Conversations with EEO and HR staff**
- **Anecdotes from unions and advocacy groups**
- **Results of surveys, focus groups, and exit interviews**
- **Reports by outside organizations**

Examples of Triggers



- **High separation rate of people with disabilities**
- **A large number of non selection complaints**
- **Conversation with a special emphasis program manager that Hispanics have experienced hostilities by coworkers**
- **Exit interviews indicating lack of promotional opportunities for Blacks**



Workforce Statistics

- **Compare target population to baseline population.**
 - **Target population: Workforce segment whose participation rate is being assessed**
 - **Baseline population: Population segment to whom to compare the target**



Statistics – Con't

Find the baseline population that is most like the target population.

- **If target rate is below baseline rate, then trigger is noted**
- **Separations – if target rate above baseline rate, then trigger is noted**



Total Workforce to Civilian Labor Force

		Total	Hispanic or Latino	
		All	Male	Female
TWF (A1)	#	15,405	492	563
	%	100%	3.19%	3.65%
CLF2000	%	100%	6.17%	4.52%

Senior Managerial Positions to Permanent Workforce



		Total	African - American	
		All	Male	Female
Permanent Work Force (A1)	#	15293	912	2,517
	%	100%	5.96%	16.46%
Executive / Senior O/M (A3-1)	#	770	48	61
	%	100%	6.23%	7.92%

Senior Grades to Permanent Workforce



		Total	Asian	
		All	Male	Female
Permanent Work Force (A1)	#	15293	308	404
	%	100%	2.01%	2.64%
Aggregate Senior Grades (GS13 – SES) (A4-1)	#	5598	240	55
	%	100%	4.29%	0.98%

Mission-Critical Occupation to Occupational Civilian Labor Force



		Total	Hispanic or Latino	
		All	Male	Female
Mission-Critical Occupation (A6)	#	1,213	26	23
	%	100%	2.14%	1.90%
OCLF 2000	%	100%	5.10%	7.00%



Applicant Flow-Percentage Selected to Percentage in Applicant Pool

		Total	Asian	
		All	Male	Female
Applied for promotion to GS-15 (A11)	#	132	14	3
	%	100%	10.61%	2.27%
Promoted to GS-15 (A11)	#	16	1	0
	%	100%	6.25%	0.00%

Targeted Disabilities



Compare

- **persons with targeted disabilities (PWTDs) with**
- **persons without targeted disabilities i.e., everybody else (PWOTDs)**
- **because everybody else is treated differently than PWTDs for MD-715 purposes**

Deriving PWTDS and PWOTDS



		Total	Disability Status			
			No Disability	Not Identified	Reported Disability	Targeted Disability
Perm Work Force (B1)	#	15,293	13,722	500	1,071	177
	%	100.00%	89.73%	3.27%	7.00%	1.16%

PWTDS = 177

PWOTDS = 15,116

(15,293 total – 177 PWTD)

**These numbers are the comparators
when developing ratios**

Analysis – PWTD Participation Rates



Compare

**(a) PWTD in the particular Work Force
Category / PWTD in Permanent WF**

With

**(b) PWOTD in the particular Work Force
Category / PWOTD in Permanent WF**

**If (a) < (b), then there is a trigger, except for
separations.**

Executive Senior Officials & Managers



		Total	Disability Status			
			No Disability	Not Identified	Reported Disability	Targeted Disability
Perm Work Force (B1)	#	15,293	13,722	500	1,071	177
	%	100.00%	89.73%	3.27%	7.00%	1.16%
Senior O&M Table (B3-1)	#	770	695	40	35	4
	%	100%	90.26%	5.19%	4.55%	0.52%

Target PWTD: $4 \text{ PWTD Senior O\&M} / 177 \text{ PWF PWTD} = 2.26\%$

Baseline PWOTD: $(770 \text{ total Senior O\&M} - 4 \text{ PWTD Senior O\&M}) / (15,293 \text{ PWF} - 177 \text{ PWF PWTD}) = 766 / 15,116 = 5.07\%$

Trigger - target is below baseline

Senior Grades (GS13-SES)



		Total	Disability Status			
			No Disability	Not Identified	Reported Disability	Targeted Disability
Perm Work Force (B1)	#	15,293	13,722	500	1,071	177
	%	100.00%	89.73%	3.27%	7.00%	1.16%
Senior Grades 13-SES (B4-1)	#	5,598	5,057	220	321	43
	%	100.00%	90.34%	3.93%	5.73%	0.77%

Target PWTDs: 43 PWTD Senior Grades/177 PWTD Perm Work Force = 29.25%

Baseline PWOTDs: (5,598 total Senior grades – 43 PWTD Senior Grades) / (15,293 PWF – 177 PWTD) = 5,555/15,116 = 36.75% TRIGGER

Mission-Critical Occupations



		Total	Disability Status			
			No Disability	Not Identified	Reported Disability	Targeted Disability
Perm Work Force (B1)	#	15,293	13,722	500	1,071	177
	%	100.00%	89.73%	3.27%	7.00%	1.16%
Mission-Critical Occ. (B6)	#	1,213	1,110	59	44	7
	%	100%	91.51%	4.86%	3.63%	0.58%

Target PWTDs: 7 Mission Critical PWTD /177 PWTD Permanent Workforce = 3.95%

Baseline PWOTDs: (1,213 Total Miss. Critical – 7 PWTD Mission Critical)/ (15,293 PWF – 177 PWTD) = 1,206/15,116 = 7.98% TRIGGER



Applicant Flow – compare % PWTDS selected with % PWTDS in applicant pool.

Job Series / Grade of Vacancy: 13		Total by Disability Status (B11)				
		Total	No Disability	Disability not identified	Disability	Targeted Disability
Qualified	#	862	773	28	61	22
	%	100%	89.68%	3.25%	6.93%	2.55%
Selected	#	96	90	2	4	1
	%	100%	93.75%	2.08%	4.17%	1.04%



- **Step (1) – Find Triggers**
 - Identify Possible Triggers Using a Variety of Sources:
 - Take, review and refine compulsory snapshots
 - Take additional snapshots where needed
 - Review other information sources
 - Analyze ALL employment processes



- **Step (2) – Identify Barriers**
 - Investigate to pinpoint root causes of observed triggers
 - Explore possible connections between observed triggers and workplace policies, practices, procedures or conditions.
 - Develop working hypothesis as to nature and identity of barrier



- **Step (3) – Devise Action Plans**
 - Barrier is hypothetical until action plan executed.
 - Determine whether potential barriers are job-related and consistent with business necessity. If not, plan to eliminate those barriers.
 - Consider modifications even where barriers are job-related and consistent with business necessity.
 - Report plan and progress to the EEOC annually



- **Step (4) – Assess Results**
 - Assess Success of Plan
 - Track Progress; should be measurable
 - Hold agency officials accountable
 - Periodic re-assessments should be done to discover if plan needs adjusting

