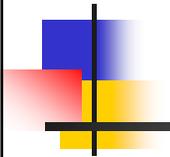


Barrier Analysis Part II

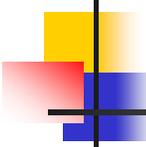


**Moving Beyond
Triggers - Identifying
Barriers and Developing
Action Plans**



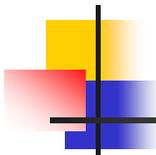
Barrier Analysis: Based in Element 4

- **Eliminate barriers that impede free and open competition**
 - **Conduct self-assessment**
 - **Identify potential barriers**
 - **develop action plan**



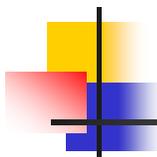
Step Two – Identify Barriers

- Investigate to pinpoint root causes of triggers
- Explore possible connections between triggers and policies, practices, procedures or conditions
- Develop working hypothesis



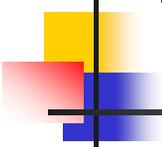
What is a Barrier?

- **Any employment policy, procedure, practice, or condition that limits employment opportunities for individuals of a particular race, ethnic background or gender, or for individuals with disabilities.**



Barriers might be found in:

- **Recruitment**
- **Hiring**
- **Competitive and career-ladder promotions**
- **Training**
- **Awards and incentives programs**
- **Disciplinary Actions**
- **Separations**



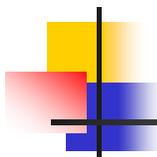
Types of Barriers:

- **Institutional or Structural**
 - *Example:* Agency will hire only at higher grades
- **Attitudinal**
 - *Example:* Belief by senior executives that women are not as committed after having a child
- **Physical**
 - *Example:* restrooms inaccessible.



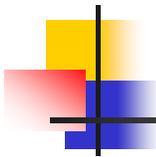
Investigation

- **Develop information requests**
- **Gather and review documents**
- **Interview knowledgeable individuals**
- **Form a working hypothesis that can be tested through an action plan**



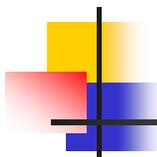
Information Requests

- **Develop information requests:**
 - **Documents:** Make lists of documents using information gathered from review of workforce statistics, complaints, and other sources.
 - **Interviews:**
 - List knowledgeable people
 - Formulate questions



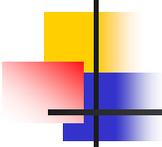
Document Review

- **Documents to be reviewed include:**
 - Agency policies found in regulations, handbooks, executive directives, etc.
 - Organization / function / staffing charts
 - Funding & resource documentation
 - Records – hiring, promotions, disciplinary actions, etc.
 - Plans and mission statements
 - Data – statistics and other computations
 - Any documents referred to in interviews
 - Agency accomplishments



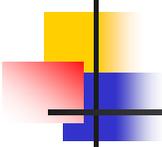
Interviews

- **Interview knowledgeable individuals**
 - **Officials in charge of programs or organizational segments where triggers were found**
 - **Employees inside and outside unit with personal knowledge**
 - **HR and Budget personnel**
 - **Unions**
 - **Advocacy groups**



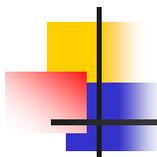
Develop a Working Hypothesis

- **Key: The identification of a barrier is a working hypothesis**
- **How much information is enough?**
 - **A drill-down process**
 - **Keep asking “why” until you have an answer**
 - **Barrier identification should be detailed enough to be tested through an action plan**



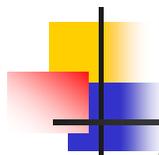
Step Three – Devise Action Plan

- **What should be in Part I?**
 - **Trigger(s) identified**
 - **Barrier analysis making clear the connection between the trigger(s) and the potential barrier**
 - **Potential barrier identified with enough specificity to formulate an objective to eliminate that barrier**



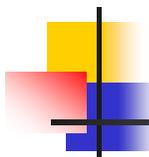
The Action Plan

- **What should be in Part I? – con't.**
 - **Objective for eliminating barrier along with target date**
 - **Responsible official**
 - **Identify Milestones:**
 - **Plan activities**
 - **Timeline-Dates for completion**
 - **Report Progress to EEOC Annually**



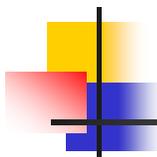
The Action Plan

- **Barrier is hypothetical until action plan executed**
- **Are potential barriers 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**



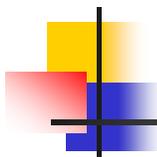
Step Four – Follow-up

- **Assess Success of Plan**
- **Track Progress—should be measurable**
- **Hold agency officials accountable**
- **Periodic re-assessments**



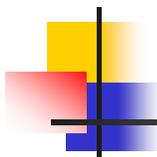
Follow-Up

- **Indicators of Success:**
 - **Participation rates up**
 - **Separation rates down**
 - **Drop in EEO complaints**
 - **Survey results indicating improved employee morale**
 - **Favorable responses in exit interviews**
 - **Increased productivity**



Follow-Up

- **If action plan unsuccessful**
 - wrong barrier was identified; or
 - action plan gave rise to a new barrier
- ***Caveat:* results are typically hard to assess after only one reporting cycle.**



Doing it Right

- **Establish processes to accurately analyze all aspects of personnel practices, policies, and procedures**
- **Be focused and methodical in identifying potential barriers**
- **Involve all key officials**
- **Assign responsibility for barrier removal**
- **Think outside the box!**