



EEO Program Success

Data Collection: Analyzing Data to Meet Program Requirements in EEO

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Presentation Focus

Effectively communicate existing data sources to leverage an agency EEO and Diversity Program(s) for maximum leadership buy-in.

EEO Data Categorization

Federal Sector EEO Data Collection

THE DATA:

- Form 462 Report
- No FEAR Report
- MD-715 Report
- Annual Report
- FEORP
- OPM EHRI
- Federal Employee Viewpoint Survey

Diversity and Inclusion Success Metrics

- **Model EEO Program**
 - Demonstrated Commitment from Leadership
 - Integration of EEO into Agency Strategic Mission
 - Management and Program Accountability
 - Proactive Prevention
 - Efficiency
 - Responsiveness and Legal Compliance
- **Diversity and Inclusion**
 - Workforce Diversity
 - Workplace Inclusion
 - Sustainability...Institutionalize Diversity and Inclusion



The EEO and Diversity Data

Gender, Race, National Origin and Disability

Diversity and Inclusion Representation of
Persons in Management

Diversity and Inclusion Representation of
Persons in Senior Pay positions

Ten Year Trend: Some Progress, Little Overall Change FY 2002 - FY 2011	Work Force	Participation Rate		2010 CLF
	FY 2011	FY 2002 %	FY 2011 %	
Men	1,597,778	57.57	56.19	51.86
Women	1,245,639	42.43	43.81	48.14
Hispanic or Latino Men	134,022	4.33	4.71	5.17
Hispanic or Latino Women	91,961	2.77	3.23	4.79
White Men	1,108,339	41.28	38.98	38.33
White Women	745,524	26.03	26.22	34.03
Black or African American Men	219,285	8.07	7.71	5.49
Black or African American Women	291,759	10.56	10.26	6.53
Asian Men	95,343	3.16*	3.35	1.97
Asian Women	73,954	2.29*	2.60	1.93
Native Hawaiian or Other Pacific Islander Men	6,144	*	0.22	0.07
Native Hawaiian or Other Pacific Islander Women	4,707	*	0.17	0.07
American Indian or Native Men	19,761	0.72	0.69	0.55
American Indian or Native Women	24,631	0.79	0.87	0.53
Two or More Race Men	14,884	**	0.52	0.26
Two or More Race Women	13,103	**	0.46	0.28
Individuals with Targeted Disabilities	25,485	1.07	0.90	CLF NOT AVAILABLE

Senior Pay Level Representation FY 2002 / FY 2011	Senior Pay Level (SPL) Positions					
	FY 2002			FY 2011		
	# in SPL	% of SPL	% of TWF	# in SPL	% of SPL	% of TWF
Total SPL Work Force (#)	17,943		2,459,505	17,269		2,843,417
Men	13,508	75.28	57.57	12,106	70.10	56.19
Women	4,435	24.72	42.43	5,164	29.90	43.81
Hispanic or Latino	597	3.33	7.10	663	3.84	7.95
Hispanic or Latino Men	436	2.43	4.33	460	2.66	4.71
Hispanic or Latino Women	161	0.90	2.77	203	1.18	3.23
White	15,506	86.42	67.31	14,273	82.65	65.20
White Men	11,859	66.09	41.28	10,281	59.53	38.98
White Women	3,647	20.33	26.03	3,992	23.12	26.22
Black or African American	1,214	6.77	18.63	1,402	8.12	17.97
Black or African American Men	755	4.21	8.07	754	4.37	7.71
Black or African American Women	459	2.56	10.56	648	3.75	10.26
Asian	485*	2.70*	5.45*	572	3.31	5.95
Asian Men	358*	2.00*	3.16*	363	2.10	3.35
Asian Women	127*	0.71*	2.29*	209	1.21	2.60
Native Hawaiian or Other Pacific Islander	**	**	**	34	0.20	0.38
Native Hawaiian or Other Pacific Islander Men	**	**	**	25	0.14	0.22
Native Hawaiian or Other Pacific Islander Women	**	**	**	9	0.05	0.17
American Indians or Native	141	0.79	1.50	141	0.82	1.56
American Indians or Native Men	100	0.56	0.72	89	0.52	0.69
American Indians or Native Women	41	0.23	0.79	52	0.30	0.87
Two or More Races	**	**	**	84	0.49	0.98
Two or More Races Men	**	**	**	54	0.31	0.52
Two or More Races Women	**	**	**	30	0.17	0.46
Individuals with Targeted Disabilities	62	0.35	1.07	110	0.64	0.90

Workplace Triggers

- Lower than expected participation rate of Women when compared to availability rate in the CLF
- Individuals with Targeted Disabilities are below the 2% federal goal

Workplace Triggers

- Lower than expected participation rate of Black females in SGL when compared to availability rate in the total workforce
- Glass Ceiling for Women and Minorities between mid-level management and senior level management

Employment Life Cycle

- Recruitment
- Hiring
- Training and career development
- Performance incentives and awards
- Competitive and career-ladder promotions
- Supervisory and managerial selections
- Disciplinary actions
- Separations

Barrier Analysis

- What policy, procedure or practice must be eliminated so as to remove the existing barrier
 - Institutional
 - Attitudinal
 - Physical
- Barrier may be defined as a policy, procedure or practice that is embedded in an aspect of agency “employment life cycle”

Barrier Analysis

- Chain of questions in which one question leads to another
- Continue chain of questions until the root cause is identified
- Each chain of questions focuses on an aspect of employment: recruitment, selection, advancement, etc.

Barrier Analysis Example

- Root Cause Analysis Question:
- Does the participation rate of individuals with targeted disabilities (Table BI) fall below the 2% federal goal?
- Yes → Review agency's working conditions, upward mobility, and other conditions that could prompt employees to leave the agency.

Root Cause Analysis

- Obstacles to upward mobility?
 - Yes → Investigate policy, procedure, practice, or condition.
 - No → Move on to another policy, procedure, practice, or condition.
- Hindrances to career development opportunities?
 - Yes → Investigate policy, procedure, practice, or condition.
 - No → Examine another topic.
- Lack of mentoring?
 - Yes → Investigate policy, procedure, practice, or condition.
 - No → Examine another topic.
- Harassment?
 - Yes → Investigate policy, procedure, practice, or condition

Hypothesis Identification and Testing

- Identified Employment Life Cycle Policy Procedure or Practice: Workplace Harassment
 - Collaboration between Human Capital, EEO and Diversity departments
 - Awareness of Agency Leadership and Management Culture
 - Develop EEO and Diversity Messaging

Hypothesis Identification and Testing

- Hypothesis: The attitudinal culture in Agency X must be expanded to incorporate best practice for Individuals with Targeted Disabilities in order to attract and maintain a talented workforce that is free from harassment

Action Plan

- Devise Action
 - Devise a plan to address barrier causes
 - Determine whether 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.

Outcome Strategies and Best Practices

- **Appropriate Data Source and Usage**
 - Focus on measuring the **RIGHT DATA**
 - Measure data often and communicate the results
 - Clear and compelling goal of what hope data will reveal

Outcome Strategies and Best Practices

- Develop Diversity and Inclusion Business Case
 - Efforts **MUST** be linked to ongoing mission priorities.
 - Identified action items and subsequent plans should be linked to the agency's strategic plan.
 - Strategic plan should include specific EEO and inclusion activities which have been identified as agency priorities.

Outcome Strategies and Best Practices

- Focus Efforts on identifying the PPP that must be changed
 - Strategic, Analytical and Purposeful
 - Connect with Agency Influencers
 - Clarification of Values