

DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

Action Date: 1/25/88
 For Information Only

DEPARTMENTAL PERSONNEL MANUAL

DPM BULLETIN NO. 306- 17

DATE: JAN 25 1988

SUBJECT: Equal Employment Opportunity Management Directive-713:
Affirmative Action for Hiring, Placement, and
Advancement of Individuals with Handicaps

Departmental Personnel Manual Chapter 306 established for operating administrations the requirement to submit affirmative action program plans and accomplishment reports.

Attached are new instructions issued by the Equal Employment Opportunity Commission in preparing these documents. If you have any questions, contact Nadine A. Rawls on 366-9453.


Director of Personnel

Attachment

Filing Instructions: File after DPM Chapter 306 Bulletins

Bulletin Expires: Upon Notification

Distribution: Personnel Council Members and Selective Placement Coordinators

OPI: M-16, Nadine Rawls, 366-9453

with disabilities because of job structure or design or because of architectural, transportation, communication, procedural, or attitudinal barriers.

6. SCOPE. The provisions of this directive apply to all departments, agencies, and instrumentalities in the Executive Branch of Government, including the United States Postal Service and Postal Rate Commission.
7. DEFINITIONS. For preparation of plans and reports pursuant to these instructions, the following definitions apply:
 - a. Accessions. Personnel actions that result in the addition of employees to the agency's permanent and temporary competitive or excepted services. This includes new hires, transfers from other agencies, and all other actions that bring new personnel into the agency's work force. The following personnel action codes indicate accessions for the PERMANENT work force: 100, 101, 102, 103, 104, 107, 112, 120, 124, 130, 132, 140, 141, 142, 143, 145, 146, 147, 150, 151, 152, 155, 156, 157, 170, 190, 191, 500, 501, 540, 541, and 570. The following personnel action codes indicate accessions for the TEMPORARY work force: 108, 115, 117, 122, 128, 148, 149, 153, 154, and 171. Exclude shifts between two reporting units or geographic reporting areas of the same agency (such as major bureaus or other comparable organizational units). Exclude foreign nationals employed overseas.
 - b. Agency. Any department, agency, or instrumentality covered by the provisions of this directive. This term does not refer to sub-agencies or components of large agencies and departments.
 - c. Persons With Handicaps. For statistical purposes, the number of employees in the work force who have indicated having a handicap. The codes that represent them on Standard Form 256 are 13 through 94. A copy of Standard Form 256 is attached at Exhibit 1. For all other purposes, the definition contained in 29 C.F.R. 1613.702 applies.
 - d. Losses. Personnel actions that result in the loss of employees from the agency's permanent and temporary competitive or excepted service. This includes voluntary and involuntary separations, disability and other retirements, transfers to other agencies, reductions in force, deaths, resignations, and all other actions that remove personnel from the agency's work force. The following personnel action codes indicate losses for both the permanent and temporary work forces: 300, 301, 302, 303, 304, 312, 317, 330, 350, 352, 353, 354, 356, 357, 385, and 386. Exclude shifts between two reporting units or geographic reporting areas of the same agency (such as major bureaus or other comparable organizational units). Exclude foreign nationals employed overseas.
 - e. Specified severe disabilities. See the definition of "targeted disabilities." The specified disabilities are those listed.
 - f. Targeted disabilities. Disabilities targeted for emphasis in affirmative action program planning. The disabilities (and the codes that represent them on Standard Form 256) are as follows: deafness (16 and 17); blindness (23 and 25); missing extremities (28 and 32 through 38); partial paralysis (64 through 68); complete paralysis (71 through 78); convulsive disorders (82); mental retardation (90); mental illness (91); and distortion of limbs and/or spine (92).

- g. Temporary work force (TEMP). The number of TEMPORARY full-time and TEMPORARY part-time employees who, as of the reporting date, have not been officially separated from the agency by Standard Form 50 or equivalent action. This includes employees with temporary tenure, temporary intermittent employees, and temporary nonappropriated fund employees. Exclude foreign nationals employed overseas. Use this definition of "Temporary work force" on EEOC Form 440, (pg. 7-A) and EEOC Form 441 (pg. 2-A).
- h. Total work force (PERMANENT). The number of PERMANENT full-time and PERMANENT part-time employees who, as of the reporting date, have not been officially separated from the agency by Standard Form 50 or equivalent action. This includes employees with permanent tenure, permanent intermittent employees, and permanent nonappropriated fund employees. Exclude foreign nationals employed overseas. Use this definition of "Total work force" on all reporting forms, except EEOC Form 440 (pg. 7-A) and EEOC Form 441 (pg. 2-A).

8. RESPONSIBILITIES.

- a. Agency heads are responsible for compliance with these instructions within their organizations.
- b. Agency headquarters are responsible for setting agencywide objectives, preparing and submitting agencywide affirmative action program plans, providing guidance for the development of local programs and plans to all components and field installations, developing appropriate systems for evaluating program effectiveness, and preparing reports for submission to the Equal Employment Opportunity Commission.
- c. Agency components and field installations are required to prepare and carry out local plans that implement agencywide objectives. Agencies may exercise discretion in determining what type of local plan is appropriate. Local plans are not to be submitted to the Equal Employment Opportunity Commission unless specifically requested; however, they should be available for on-site review by the agency and the Commission.
- d. The Equal Employment Opportunity Commission will approve or disapprove each agencywide affirmative action program plan; rate the agencywide accomplishments of each agency as satisfactory or unsatisfactory; and communicate results of evaluations to each agency with instructions for submission of a revised agencywide plan if required.
- e. Each year, the Equal Employment Opportunity Commission, after consultation with the Interagency Committee on Handicapped Employees, will issue to the Congress of the United States a report on employment of individuals with handicaps in the Federal Government.

9. POLICIES.

- a. Annual affirmative action program plan updates. Agencies with 1,001 or more employees are to prepare and submit agencywide affirmative action program plans for each fiscal year.
- b. Annual reports of accomplishments. Agencies with 1,001 or more employees are to describe progress made in their annual agencywide affirmative action program plans.

- c. Five-year statement of assurance. Agencies with 1,000 or fewer employees are to submit a five-year assurance of nondiscrimination and affirmative action for individuals with handicaps. This does not refer to sub-agencies or components of large agencies and departments.
- d. Annual work force profile. Agencies with 1,000 or fewer employees are to submit annual work force profiles. This does not refer to sub-agencies or components of large agencies and departments.
- e. Effects of budget cuts and RIFs. Agencies are to submit the required reports and plans regardless of actual or anticipated effects of budget cuts and reductions in force (RIFs). Appropriate allowances will be made when agency accomplishments are evaluated. Agencies with 1,001 or more employees are to use page 2 of EEOC Form 440 (see Exhibit 2) to establish their numerical objectives (goals). Even if it is anticipated that there will be no accessions of persons with targeted disabilities (objective a = 0), a numerical objective is to be established for the percent of accessions of persons with targeted disabilities (objective b). This will provide a basis for affirmative action if there is a change in the anticipated hiring pattern. Agencies conducting or planning RIFs are to establish numerical objectives that anticipate the total number of persons with targeted disabilities on board as of the end of the fiscal year (objective c) and for percent representation of persons with targeted disabilities as of the end of the fiscal year (objective d). Setting these numerical objectives will entail analysis of the expected impact of RIFs on employees with handicaps and will facilitate action to minimize impact within the limits imposed by law and regulation.

Regardless of size, agencies that expect little or no hiring activity should concentrate their affirmative action efforts on promotion and career development of employees with handicaps. Accomplishment report forms are provided for agencies to indicate actions taken to improve internal representation of persons with targeted disabilities. (See page 13 of EEOC Form 440.) Agencies with minimal hiring opportunities (fewer than 20 accessions) may receive satisfactory ratings of accomplishments if they show substantial progress in these areas even though they are unable to increase their overall percent representation of persons with targeted disabilities.

- f. Comprehensive programs. EEO-MD-712, "Comprehensive Affirmative Action Programs for Hiring, Placement, and Advancement of Individuals with Handicaps," was issued by the Equal Employment Opportunity Commission on March 29, 1983. Agencies are to establish and document comprehensive programs that encompass all agency activities related to hiring, placement, and advancement of individuals with handicaps. These programs are to address a broad range of problems and concerns relative to overall agency programming. Specific documentation is to be maintained by the agency. This program complements the annual written plans required by this directive.
- g. Large agencies. Agencies with 1,001 or more employees are to use the planning and reporting form shown in Exhibit 2: EEOC Form 440, AFFIRMATIVE ACTION PROGRAM PLAN UPDATE AND REPORT OF ACCOMPLISHMENTS FOR AGENCY WITH 1,001 OR MORE EMPLOYEES.

h. Small agencies. Agencies with 1,000 or fewer employees are to use the planning and reporting form shown in Exhibit 3: EEOC Form 441, ANALYSIS OF WORK FORCE FOR AGENCY WITH 1,000 OR FEWER EMPLOYEES. Agencies with 1,000 or fewer employees are also to use the five-year statement of assurance shown in Exhibit 4: EEOC Form 442. This does not refer to sub-agencies or components of large agencies and departments.

10. PROCEDURES. Following are the basic planning elements of affirmative action program planning for the period FY 88 through FY 92:

a. Targeted disabilities. Agencies are to emphasize employment of individuals with handicaps with the disabilities indicated by the following codes on Standard Form 256: 16 and 17 (deafness); 23 and 25 (blindness); 28 and 32 through 38 (missing extremities); 64 through 68 (partial paralysis); 71 through 78 (complete paralysis); 82 (convulsive disorders); 90 (mental retardation); 91 (mental illness); and 92 (distortion of limbs and/or spine). A copy of Standard Form 256 is attached as Exhibit 1.

b. Numerical objectives (Goals). Agencies with 1,001 or more employees are to establish specific numerical objectives (goals) for employment of persons with targeted disabilities. For the purpose of setting numerical objectives (goals), the disabilities specified may be considered as a group. In deciding what these objectives should be, an agency may wish to consider its own past performance, the performance of agencies with exemplary records, overall government progress, and census data. Guidance for establishing numerical objectives (goals) is attached as Appendix B.

Although agencies with 1,000 or fewer employees are not required to establish specific numerical objectives (goals), EEOC may direct or require the development of specific numerical objectives (goals) if the agency fails to show progress in increasing representation of persons with targeted disabilities when there have been opportunities to do so.

c. Special recruitment program. Agencies are to plan and implement special recruitment programs and track applications from persons with the specified severe disabilities.

Agency personnel should be aware of procedures for use of excepted appointing authorities and of the flexibilities these authorities allow. Relevant authorities include section 213.3102(t) of Schedule A for employment of persons who are mentally retarded, section 213.3102(u) of Schedule A for employment of persons with severe physical handicaps, and section 213.3202(k) of Schedule B for employment of persons who are mentally restored. It should be noted that there is no requirement that persons with certain types of disabilities be employed in the excepted service rather than in the competitive service.

To the extent possible agencies are to adapt and apply the basic principles embodied in the Federal Equal Opportunity Recruitment Program. (See 44 F.R. 22029, April 13, 1979; 5 C.F.R. part 720.)

Agencies with 1,001 or more employees are to list recruitment strategies if employment objectives for the previous fiscal year were not met and an inadequate number of applications was received from persons with the specified severe disabilities.

- d. Facility accessibility. Agencies are to take action to assure that there is no discrimination against applicants with handicaps or employees because of barriers in agency facilities. All facilities are to be surveyed; barriers are to be identified; and timetables and priorities are to be developed for barrier removal. All agencies are to plan for removal of facility barriers. These plans need not address all barriers identified. Members of the handicapped employees advisory committees who are individuals with handicaps should be involved in the survey and identification of barriers and in the establishment of priorities for barrier removal. Revised target dates are to be provided for any actions planned but not carried out.
- e. Barrier analysis. Agencies are to assure that there are no personnel or management policies, practices or procedures which restrict hiring, placement, and advancement of individuals with handicaps. As barriers are identified, agencies are to consider alternatives. Guidance for identifying barriers and developing alternatives is attached as Appendix C.
- f. Career development and upward mobility. Agencies are encouraged to assure that employees with targeted disabilities have career development opportunities, including promotions, upward mobility, senior level career development, and other similar programs.
- g. Handicapped employees advisory committee. Agencies are to provide leadership, guidance, and resources for establishment of handicapped employees advisory committees to provide input concerning disability issues and agency employment practices with respect to individuals with handicaps. Agencies should include handicapped employees advisory committees in all aspects of affirmative action program planning and implementation as appropriate. Membership on these committees is to include and may be limited to agency employees who are disabled. It may also be useful to include individuals who represent agency management and employee unions and individuals who have expertise or responsibilities related to employment of individuals with handicaps or the comprehensive affirmative action program. Only Federal employees should be members of these committees. Other persons may participate as consultants.

Agencies which have integrated EEO advisory committees and have a mandate to include representation of individuals with handicaps and their concerns will be deemed to be in compliance with this element.

- h. Submissions. The reporting and planning forms provided must be utilized. Computer printouts are acceptable if the required information is readable and provided in the proper format. Additional material may be appended, but none is required. Data must be compiled on an agencywide basis, even if separate documentation is submitted for major operating components. Reports and plans are to be as brief as possible, with emphasis on specific actions and results.

The reporting and planning forms may be obtained from:

U.S. Equal Employment Opportunity Commission
Federal Sector Programs
Handicapped Individuals Branch
2401 E Street, N.W., Room 422
Washington, D.C. 20507

Telephone: (202) 634-7833 (Voice) or 634-7886 (TDD)

11. EXHIBITS. A copy of Standard Form 256, Self-Identification of Handicap, is attached as Exhibit 1. This form is used by agencies for the purpose of collecting statistical data on reportable handicaps. Exhibits 2-4 are the EEOC forms to be submitted by agencies pursuant to sections 9g and 9h of this directive.
12. APPENDICES. Revision of certain sections of Management Directive-712 is attached as Appendix A. Guidance for establishing employment objectives is attached as Appendix B. Guidance for analyzing personnel or management policies, practices, or procedures which impede hiring is attached as Appendix C.
13. REPORTING REQUIREMENTS.
 - a. Agencies with 1,001 or more employees are to submit agencywide annual affirmative action program plans for the period October 1 through September 30, by December 31, in duplicate to the address below.
 - b. Agencies with 1,001 or more employees are to submit agencywide annual accomplishment reports for the period October 1 through September 30, by December 31, in duplicate to the address below.
 - c. Agencies with 1,000 or fewer employees are to submit an agencywide five-year assurance of nondiscrimination and affirmative action for individuals with handicaps by December 31, 1987, in duplicate to the address below. This does not refer to sub-agencies or components of large agencies and departments.
 - d. Agencies with 1,000 or fewer employees are to submit an agencywide annual work force profile for the period October 1 through September 30, by December 31, in duplicate to the address below. This does not refer to sub-agencies or components of large agencies and departments.

U.S. Equal Employment Opportunity Commission
Federal Sector Programs
Handicapped Individuals Branch
2401 E Street, N.W., Room 422
Washington, D.C. 20507

Telephone: (202) 634-7833 (Voice) or 634-7886 (TDD)

Interagency Report Control Number: 0234-EEO-AN

In accordance with FMR 101-11.11, this report has been cleared and assigned interagency report control number 0234-EEO-AN.

A handwritten signature in cursive script, reading "Clarence Thomas", written over a horizontal line.

Clarence Thomas
Chairman

SELF-IDENTIFICATION OF HANDICAP

EXHIBIT 1

(See instructions and Privacy Act information on reverse)

Last Name, First Name, Middle Initial:	Birth Date (Mo/Yr):	Social Security Number:	ENTER CODE HERE →
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DEFINITION OF A HANDICAP: A person is handicapped if he or she has a physical or mental impairment which substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such impairment. Those handicaps that

are to be reported are listed below (codes in bold numbers 13 through 94). In the case of multiple impairments, choose the code which describes the impairment that would result in the most substantial limitation.

TO THE EMPLOYEE: Self-identification of handicap status is essential for effective data collection and analysis. The information you provide will be used for statistical purposes only and will not in any way affect you individually. While self-identification is voluntary, your cooperation in providing accurate information is critical.

01 I do not wish to identify my handicap status. (Please read the employee note above and the reverse side of this form before using this code.) (Note: Your personnel officer may use this code if, in his or her judgment, you used an incorrect code.)

05 I do not have a handicap.

06 I have a handicap but it is not listed below

SPEECH IMPAIRMENTS

13 Severe speech malfunction or inability to speak; hearing is normal (Examples: defects of articulation [unclear language sounds]; stuttering; aphasia [impaired language function]; laryngectomy [removal of the "voice box"])

HEARING IMPAIRMENTS

5 Hard of hearing (Total deafness in one ear or inability to hear ordinary conversation, correctable with a hearing aid)

16 Total deafness in both ears, with understandable speech

17 Total deafness in both ears, and unable to speak clearly

VISION IMPAIRMENTS

22 Ability to read ordinary size print with glasses, but with loss of peripheral (side) vision (Restriction of the visual field to the extent that mobility is affected—"Tunnel vision")

23 Inability to read ordinary size print, not correctable by glasses (Can read oversized print or use assisting devices such as glass or projector modifier)

24 Blind in one eye

25 Blind in both eyes (No usable vision, but may have some light perception)

MISSING EXTREMITIES

27 One hand

28 One arm

29 One foot

32 One leg

33 Both hands or arms

34 Both feet or legs

35 One hand or arm and one foot or leg

36 One hand or arm and both feet or legs

37 Both hands or arms and one foot or leg

38 Both hands or arms and both feet or legs

NONPARALYTIC ORTHOPEDIC IMPAIRMENTS

(Because of chronic pain, stiffness, or weakness in bones or joints, there is some loss of ability to move or use a part or parts of the body.)

1 One or both hands **47** One or both legs

2 One or both feet **48** Hip or pelvis

46 One or both arms **49** Back

57 Any combination of two or more parts of the body

PARTIAL PARALYSIS

(Because of a brain, nerve, or muscle problem, including palsy and cerebral palsy, there is some loss of ability to move or use a part of the body, including legs, arms, and/or trunk.)

61 One hand

67 One side of body, including one arm and one leg

62 One arm, any part

63 One leg, any part

64 Both hands

68 Three or more major parts of the body (arms and legs)

65 Both legs, any part

66 Both arms, any part

COMPLETE PARALYSIS

(Because of a brain, nerve, or muscle problem, including palsy and cerebral palsy, there is a complete loss of ability to move or use a part of the body, including legs, arms, and/or trunk.)

70 One hand

76 Lower half of body, including legs

71 Both hands

77 One side of body, including one arm and one leg

72 One arm

73 Both arms

74 One leg

78 Three or more major parts of the body (arms and legs)

75 Both legs

OTHER IMPAIRMENTS

80 Heart disease with no restriction or limitation of activity (History of heart problems with complete recovery)

81 Heart disease with restriction or limitation of activity

82 Convulsive disorder (e.g., epilepsy)

83 Blood diseases (e.g., sickle cell anemia, leukemia, hemophilia)

84 Diabetes

86 Pulmonary or respiratory disorders (e.g., tuberculosis, emphysema, asthma)

87 Kidney dysfunctioning (e.g., if dialysis [Use of an artificial kidney machine] is required)

88 Cancer—a history of cancer with complete recovery

89 Cancer—undergoing surgical and/or medical treatment

90 Mental retardation (A chronic and lifelong condition involving a limited ability to learn, to be educated, and to be trained for useful productive employment as certified by a State Vocational Rehabilitation agency under section 213.3102(t) of Schedule A)

91 Mental or emotional illness (A history of treatment for mental or emotional problems)

92 Severe distortion of limbs and/or spine (e.g., dwarfism, kyphosis [severe distortion of back])

93 Disfigurement of face, hands, or feet (e.g., distortion of features on skin, such as those caused by burns, gunshot injuries, and birth defects [gross facial birthmarks, club feet, etc.])

94 Learning disability (A disorder in one or more of the processes involved in understanding, perceiving, or using language or concepts [spoken or written]; e.g., dyslexia)

AFFIRMATIVE ACTION PROGRAM PLAN UPDATE AND REPORT OF ACCOMPLISHMENTS
FOR AGENCY WITH 1,001 OR MORE EMPLOYEES

Affirmative Action Program for
Individuals With Handicaps

Plan update for the period October 1, _____, through September 30, _____
Report for the period October 1, _____, through September 30, _____

Agency _____

Agency Address _____

Number of Employees Covered by This Plan _____

Name of Person Preparing This Form _____ Telephone Number _____

Signature of Responsible Official _____ Date _____

Name and Title of Responsible Official _____

Signature of Agency Head _____ Date _____

Name and Title of Agency Head (certifies that this report is in compliance
with EEO-MD-713, "Affirmative Action for Hiring, Placement, and Advancement
of Individuals with Handicaps")

PART 1: PROGRAM PLAN UPDATE

FOR THE PERIOD OCTOBER 1, ____, THROUGH SEPTEMBER 30, ____

NUMERICAL OBJECTIVES (GOALS) FOR EMPLOYMENT OF PERSONS WITH SPECIFIED SEVERE DISABILITIES

Agencies are to use this format to establish numerical objectives for the period October 1 through September 30. Anticipated changes in the work force are taken into account, as objectives are calculated on the basis of losses from the work force as well as accessions. The planned rate of accessions (if any are anticipated) must be adequate to achieve the desired work force profile as of September 30. Guidance is provided in Appendix B of this directive.

	Anticipated Changes in Work Force from October 1, 19__ to September 30, 19__	
	Number + or -	*Percent Change + or -
Losses (Total Work Force)	-	-
Losses with Handicap Reported	-	-
Losses with Targeted Disabilities	-	-
Accessions (Total Work Force)	+	+
Accessions with Handicap Reported	+	+
Accessions with Targeted Disabilities	+	+

	Work Force Profile: Actual Data as of September 30, 19__		Anticipated Changes in Work Force from October 1 to September 30, 19__		Work Force Profile: Anticipated Data as of September 30, 19__	
	Number	Percent	Number + or -	*Percent Change + or -	Number	Percent
Total Work Force		100.00				100.00
Handicap Reported						
Targeted Disabilities						

*Calculate this percentage by dividing the number + or - by the corresponding number in the work force profile as of the beginning of the reporting period.

Numerical Objectives for the Period October 1, 19__ , to September 30, 19__ :	
a. Total number of accessions of persons with targeted disabilities:	_____
b. Percent of accessions of persons with targeted disabilities:	_____
c. Total number of persons with targeted disabilities on board as of September 30, 19__ :	_____
d. Percent of total work force with targeted disabilities as of September 30, 19__ :	_____

PLAN FOR SPECIAL RECRUITMENT PROGRAM

Agencies are to establish and maintain special recruitment programs for individuals with handicaps with the specified severe disabilities. The purpose is to obtain applications from qualified individuals with handicaps. A revised and improved plan for a special recruitment program is required unless:

- a. the agency met its previous year's employment objectives

(If so, check here:)

or

- b. the number of applications received from persons with targeted disabilities was at least two times the number of accessions that would have been necessary to achieve the objectives.

(If so, check here:)

IF NEITHER OF THESE CONDITIONS HAS BEEN MET, list new recruiting strategies that will be instituted so that the agency can meet its current employment objectives.

<u>New Recruiting Strategies</u>	<u>Target Dates</u>

FACILITY ACCESSIBILITY

a. List any unmet objectives for barrier removal that were established in previous submissions but have not been accomplished. Removal strategies are to be revised so that these objectives can be accomplished prior to the end of the fiscal year covered by this plan.

<u>Objectives</u>	<u>Original Target Dates</u>	<u>Revised Target Dates</u>	<u>Revised Removal Strategies</u>

b. List additional objectives for barrier removal during the period covered by this plan:

<u>Objectives</u>	<u>Target Dates</u>

ALTERNATIVES TO PERSONNEL OR MANAGEMENT PRACTICES, PROCEDURES WHICH RESTRICT
HIRING, PLACEMENT, AND ADVANCEMENT OF INDIVIDUALS WITH HANDICAPS

a. List barriers which were identified in previous submissions but for which alternatives have not yet been instituted:

<u>Barriers</u>	<u>Alternatives</u>	<u>Planned Actions</u>	<u>Current Target Dates</u>	<u>Dates Indicated Previously</u>

b. List barriers not previously identified for which alternatives should be instituted:

<u>Barriers</u>	<u>Alternatives</u>	<u>Planned Actions</u>	<u>Target Dates</u>

Enough of the target dates indicated should be prior to the end of the the fiscal year covered by this plan so that substantial progress toward elimination of barriers will have been made by that time. All barriers that are listed in item "a" above should be removed prior to the end of the the fiscal year covered by this plan.

PART 2: REPORT OF ACCOMPLISHMENTS

FOR THE PERIOD OCTOBER 1, _____, THROUGH SEPTEMBER 30, _____

Affirmative Action Program for
Individuals With Handicaps

STAFFING COMMITMENTS

Provide data indicating staffing commitments as of September 30, _____. Include selective placement coordinators, handicapped program managers, and other key staff assigned to the affirmative action program for individuals with handicaps. Do not include equal employment opportunity counselors and other personnel processing complaints of discrimination on the basis of handicap.

a. Headquarters personnel with nationwide responsibility:

(1) Agencywide responsibility (departmentwide, if applicable)

Number of Persons _____
Total staff years (Full-time equivalents allocated to the program) _____

(2) Responsibility for Major Operating Components (if none, indicate not applicable)

Number of Persons _____
Total staff years (Full-time equivalents allocated to the program) _____

b. All other personnel (not accounted for above) at headquarters, in component agencies, or in field installations responsible for management and coordination of the program:

PERCENTAGE OF TIME ALLOCATED TO THE PROGRAM	INDICATE NUMBER IN EACH GROUP
1 - 5%	
6 - 10%	
11 - 25%	
26 - 75%	
76 - 100%	
TOTAL:	

c. Number of agency personnel offices with appointing authority _____

SUMMARY OF ACCOMPLISHMENTS IN AFFIRMATIVE ACTION PROGRAM FOR EMPLOYMENT OF INDIVIDUALS WITH HANDICAPS
TOTAL WORK FORCE

	Total Work Force	Persons With Handicaps	%	No Handicap (04-05)	%	Other (01 and Not Available)	%	Persons With Targeted Disabilities	%
Sept. 30, 19 FY 19				(04-05)					
Objective	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Sept. 30, 19									

Total Number of Accessions from Oct. 1, 19__ to Sept. 30, 19__

Total Number of Losses from Oct. 1, 19__ to Sept. 30, 19__

Special Recruitment Program -- Accessions and Losses -- Targeted Disabilities

	Deaf (16,17)	Blind (23,25)	Missing Extremities (28,32-38)	Partial Paralysis (64-68)	Complete Paralysis (71-78)	Convulsive Disorders (82)	Mentally Retarded (90)	Mental Illness (91)	Distortion Limb/Spine (92)	Total
On-Board Persons With Targeted Disabilities as of Sept. 30, 19										
Applications from Oct. 1, 19__ to September 30, 19__ **										
Accessions from Oct. 1, 19__ to September 30, 19__										
Losses from Voluntary & Involuntary Separations from Oct. 1, 19__ to September 30, 19__										
On-Board Persons With Targeted Disabilities as of Sept. 30, 19										

*Numbers in parentheses refer to codes on Standard Form 256.
**For information on collection of applicant data see 46 FR 11285 (February 6, 1981).

SUMMARY OF ACCOMPLISHMENTS IN AFFIRMATIVE ACTION PROGRAM FOR EMPLOYMENT OF INDIVIDUALS WITH HANDICAPS*
TEMPORARY (TEMP) WORK FORCE

	Temporary Work Force (TEMP)	Persons With Handicaps (TEMP)	%	no Handicap (04-05) (TEMP)	%	Other (01 and Not Available) (TEMP)	%	Persons With Targeted Disabilities (TEMP)	%
Sept. 30, 19									
Sept. 30, 19									

Total Number of Accessions (TEMP) from Oct. 1, 19__ to Sept. 30, 19__

Total Number of Losses (TEMP) from Oct. 1, 19__ to Sept. 30, 19__

INSTRUCTIONS: The data on this page are for temporary tenure, temporary intermittent, and temporary nonappropriated fund employees.

Accessions and Losses (TEMPORARY) -- Targeted Disabilities

TEMPORARY EMPLOYEES ONLY	Deaf (16,17)	Blind (23,25)	Missing Extremities (28,32-38)	Partial Paralysis (64-68)	Complete Paralysis (71-78)	Convulsive Disorders (82)	Mentally Retarded (90)	Mental Illness (91)	Distortion Limb/Spine (92)	Total
On-Board Persons With Targeted Disabilities as of Sept. 30, 19										
Accessions from Oct. 1, 19, to September 30, 19										
Losses from Voluntary & Involuntary Separations from Oct. 1, 19, to September 30, 19										
Conversions to Permanent Employment October 1, to September 30,										
On-Board Persons With Targeted Disabilities as of Sept. 30, 19										

*Numbers in parentheses refer to codes on Standard Form 256.

ANALYSIS OF WORK FORCE: FEDERAL WAGE SYSTEM

DATA AS OF END OF REPORTING YEAR

CATEGORY *	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	OTHER BC **	TOTAL BC
TOTAL WORK FORCE																	1008
NOT IDENTIFIED (01)																	1008
NOT AVAILABLE OR UNSPECIFIED																	1008
NO HANDICAP (04-05)																	1008
HANDICAP REPORTED (06, 13-94)																	1008
TOTAL TARGETED DISABILITIES																	1008
DEAFNESS (16, 17)																	1008
BLINDNESS (23, 25)																	1008
MISSING EXTREMITIES (28, 32-38)																	1008
PARTIAL PARALYSIS (64-68)																	1008
COMPLETE PARALYSIS (71-78)																	1008
CONVULSIVE DISORDERS (82)																	1008
MENTAL RETARDATION (90)																	1008
MENTAL ILLNESS (91)																	1008
DISTORTION OF LIMBS/SPINE (92)																	1008

EEOC FORM 440 (pg. 9)

* NUMBERS IN PARENTHESES REFER TO CODES ON STANDARD FORM 256
 ** INCLUDES WL/WN/WS AND ALL OTHER BLUE COLLAR PAY PLANS

NOTE: PERCENTAGES ARE TO BE CALCULATED ON THE BASIS OF TOTAL EMPLOYEES IN EACH OF THE CATEGORIES LISTED IN THE COLUMN ON THE LEFT.
 USE AGENCIES WHICH USE OTHER PERSONNEL SYSTEMS SHOULD PRINT THIS FORM FOR THEIR SYSTEMS.

ANALYS: WORK FORCE: TYPES OF OCCUPATIONS
 (PROFE: AL; ADMINISTRATIVE; TECHNICAL; CLERICAL; OTHER WHIT LAR;
 SUPERVISORY, LEADER, AND NONSUPERVISORY BLUE COLLAR)

CATEGORY *	PROF	ADMIN	TECHNICAL	CLERICAL	OTHER WC	SUPV BC	LEADER BC	NONSUPV BC	TOTAL WF
TOTAL WORK FORCE	#								100%
NOT IDENTIFIED (01)	#								100%
NOT AVAILABLE OR UNSPECIFIED	#								100%
NO HANDICAP (04-05)	#								100%
HANDICAP REPORTED (06,13-94)	#								100%
TOTAL TARGETED DISABILITIES	#								100%
DEAFNESS (16,17)	#								100%
BLINDNESS (23,25)	#								100%
MISSING EXTREMITIES (28,32-38)	#								100%
PARTIAL PARALYSIS (64-68)	#								100%
COMPLETE PARALYSIS (71-78)	#								100%
CONVULSIVE DISORDERS (82)	#								100%
MENTAL RETARDATION (90)	#								100%
MENTAL ILLNESS (91)	#								100%
DISTORTION OF LIMBS/SPINE (92)	#								100%

EEOC FORM 440 (pg. 10)

NOTE: PERCENTAGES ARE TO BE CALCULATED ON THE BASIS OF TOTAL EMPLOYEES IN EACH OF THE CATEGORIES LISTED IN THE COLUMN ON THE LEFT. THOSE AGENCIES WHICH USE OTHER PERSONNEL SYSTEMS SHOULD ADAPT THIS FORM FOR THEIR SYSTEMS.

REPORT ON FACILITY ACCESSIBILITY

Describe your agency's barrier removal activity during the reporting year.

a. Summarize your agency's barrier removal activity.

b. Is GSA providing assistance with barrier removal?

Not Applicable Yes No ; Describe:

c. Describe any difficulties that have been encountered in attempting to remove barriers that remain in agency facilities.

d. Describe actions being taken to overcome difficulties described in item "c" above.

ALTERNATIVES TO PERSONNEL OR MANAGEMENT POLICIES, OR PROCEDURES WHICH RESTRICT
 HIRING, PLACEMENT, AND ADVANCEMENT OF INDIVIDUALS WITH HANDICAPS

List barriers identified in previous years for which actions were taken during the reporting year.

Barriers	Alternatives	Actions Taken	Completion Dates

PROMOTIONS AND CAREER DEVELOPMENT PROGRAMS

October 1, 19 __, to September 30, 19 __

CATEGORY*	On-Board as of 9/30/	Promotions		Career Development (Grades 5-12)		Senior Level Development Programs (Grades 13-15)		SES Development Programs	
		Number	Percent	Slots Filled	Percent	Slots Filled	Percent	Slots Filled	Percent
Total Work Force									
Not Identified (01)									
Not Available or Unspecified									
No Handicap (04-05)									
Handicap Reported (06, 13-94)									
Total Targeted Disabilities									

Computations:

Percent Promotions = $\frac{\text{Number On-Board in Category}}{\text{On-Board as of 9/30/}}$

Percent Development Programs = $\frac{\text{Slots in Category}}{\text{On-Board in Category}}$

Computations are to be based on actions during the reporting period. For promotions, use Standard Form 50, nature of action codes 702 and 542. For career development (grades 5 thru 12), count slots filled under formal upward mobility programs, apprenticeship programs, and other training and development programs, as well as appointments that move people noncompetitively through a series of promotions with some type of training in the process. Include both blue collar and white collar positions. For senior level career development (grades 13 thru 15) programs, computations are to be based on the number of individuals enrolled in formal executive and management development programs during the reporting period.

* Numbers in parentheses refer to codes on Standard Form 256.

OPTIONAL

AGENCY INITIATIVES AND NOTEWORTHY ACCOMPLISHMENTS

In the space below you are invited to describe unique, creative initiatives which your agency has undertaken during this fiscal year and which have proven to be successful in improving employment opportunities for individuals with handicaps. If more space is necessary, additional pages may be appended.

Selections from these initiatives will be included in the Equal Employment Opportunity Commission's annual report to Congress and may serve as examples of exemplary initiatives which can be replicated by other Federal agencies.

EXHIBIT 3

ANALYSIS OF WORK FORCE
FOR AGENCY WITH 1,000 OR FEWER EMPLOYEES

(This form is not intended for use by sub-agencies or components of large agencies and departments.)

Work force profile for the period October 1, 19__ , through September 30, 19__

Agency _____

Agency Address _____

Number of Employees Covered by This Plan _____

Name of Person Preparing This Form _____ Telephone Number _____

Signature of Responsible Official _____ Date _____

Name and Title of Responsible Official _____

Signature of Agency Head _____ Date _____

Name and Title of Agency Head (certifies that this report is in compliance with EEO-MD-713, "Affirmative Action for Hiring, Placement, and Advancement of Individuals with Handicaps.") _____

ANALYSIS OF WORK FORCE *
TOTAL WORK FORCE

	Total Work Force	Persons With Handicaps	% (04-05)	No Handicap	% (01 & Not Available)	Persons With Targeted Disabilities	%
Sept. 30, 19							
Sept. 30, 19							

EMPLOYEES WITH TARGETED DISABILITIES (List)

Beginning of Fiscal Year October 1, 19			End of Fiscal Year September 30, 19		
Disability Code	Occupational Code	Salary or Grade	Disability Code	Occupational Code	Salary or Grade

SPECIAL RECRUITMENT PROGRAM -- HIRING ACTIVITY -- 10/1/___ to 9/30/___

Number of Applications from Individuals with Targeted Disabilities **

Persons with Targeted Disabilities	Accessions	Losses
------------------------------------	------------	--------

Total Work Force	Accessions	Losses
------------------	------------	--------

*Numbers in parentheses refer to codes on Standard Form 256.
**For information on collection of applicant data see 46 FR 11285 (February 6, 1981).

ANALYSIS OF WORK FORCE *
TEMPORARY (TEMP) WORK FORCE

	TEMP Work Force (TEMP)	Persons With Handicaps (TEMP)	%	No Handicap (04-05) (TEMP)	%	Other (01 & Not Available) (TEMP)	%	Persons With Targeted Disabilities (TEMP)	%
Sept. 30, 19									
Sept. 30, 19									

TEMPORARY EMPLOYEES WITH TARGETED DISABILITIES (List)

Beginning of Fiscal Year October 1, 19			End of Fiscal Year September 30, 19		
Disability Code	Occupational Code	Salary or Grade	Disability Code	Occupational Code	Salary or Grade

HIRING ACTIVITY -- 10/1/___ to 9/30/___

Persons with Targeted Disabilities		Total Work Force (TEMP)	
Accessions (TEMP)	Losses (TEMP)	Accessions (TEMP)	Losses (TEMP)

*Numbers in parentheses refer to codes on Standard Form 256.

ASSURANCE OF NONDISCRIMINATION AND AFFIRMATIVE ACTION FOR
INDIVIDUALS WITH HANDICAPS FOR AGENCIES WITH 1,000 OR FEWER EMPLOYEES

(This form is not intended for use by sub-agencies or components of large agencies and departments.)

Program Plan for the Period
October 1, 1988, Through September 30, 1992

_____ is
(Name of Agency)

a temporary agency scheduled to expire on _____
or
 a permanent agency.

The agency has (indicate the number of persons as of September 30, 1987, excluding Presidential and Congressional appointees): _____ employees

Well in advance of filling vacancies, the agency will contact organizations, agencies, and individuals who can refer and solicit applications from persons with handicaps, including those with targeted disabilities.

The agency will assure that there are no personnel or management policies, practices, procedures, or architectural barriers to hiring, placement, and advancement of individuals with handicaps.

The agency is committed to the goal of increasing representation of individuals with handicaps in its work force. Should the agency work force increase to exceed 1,000 employees, the agency will notify the Equal Employment Opportunity Commission.

Agency Address

Signature of Agency Head

Date

Name and Title of Agency Head (certifies that this report is in compliance with EEO-MD-713, "Affirmative Action for Hiring, Placement, and Advancement of Individuals with Handicaps.")

Name and Title of Responsible Official

Telephone Number

REVISION OF CERTAIN SECTIONS of EEO-MANAGEMENT DIRECTIVE-712

Sections 7c(2), 7c(4), and 7c(6) of EEO-MD-712, dated March 29, 1983, should be cancelled. The following revised sections below should be superimposed in the appropriate places.

7c(2) Numerical objectives(goals). Agencies with 1,001 or more employees are to establish objectives for employment of persons with targeted disabilities. These objectives may address hiring, placement, and/or advancement of these individuals and must conform with current instructions from the Equal Employment Opportunity Commission concerning time-limited affirmative action program plans and plan updates.

7c(4) Facility accessibility. Agencies are to take action to assure that there is no discrimination against applicants or employees with handicaps because of architectural, communication, or transportation barriers. (See 29 C.F.R. 1613.707.) All facilities are to be surveyed; barriers are to be identified; and timetables and priorities are to be developed for barrier removal. As most agencies move or acquire new facilities periodically, this must be a continuing process.

It is not intended that plans for barrier removal address every barrier in every facility. The purpose of these plans is to assure progress that is immediate, continuing, systematic, and measurable. Members of the handicapped employees advisory committees who are individuals with handicaps should be involved in the survey and identification of barriers and in the establishment of priorities for barrier removal.

7c(6) Barrier analysis. Agencies are to assure that there are no personnel or management policies, practices, or procedures which restrict barriers to hiring, placing, or advancing individuals with handicaps. As barriers are identified, alternatives are to be considered.

7d(9) Handicapped employees advisory committee. Agencies are to provide leadership, guidance, and resources for establishment of handicapped employees advisory committees to provide input concerning disability issues and agency employment practices with respect to individuals with handicaps. Agencies should include handicapped employees advisory committees in all aspects of affirmative action program planning and implementation as appropriate. Membership on these committees is to include and may be limited to agency employees who are disabled. It may also be useful to include individuals who represent agency management and employee unions and individuals who have expertise or

responsibilities related to employment of individuals with handicaps or the comprehensive affirmative action program. Only Federal employees should be members of these committees. Other persons may participate as consultants.

Agencies which have integrated EEO advisory committees and have a mandate to include representation of individuals with handicaps and their concerns will be deemed to be in compliance with this element.

GUIDANCE FOR ESTABLISHING NUMERICAL OBJECTIVES (GOALS)
FOR EMPLOYMENT OF PERSONS WITH SPECIFIED SEVERE DISABILITIES

Agencies with 1,000 or fewer employees are not required to establish specific numerical objectives (goals). Agencies with 1,001 or more employees are to use page 2 of EEOC Form 440 to establish numerical objectives for increasing representation of persons with targeted disabilities.

Even if it is anticipated that there will be no accessions of persons with the targeted disabilities (objective a = 0), a numerical objective is to be established for percent of accessions with targeted disabilities (objective b). This will provide a basis for affirmative action if there is a change in the anticipated hiring pattern. Agencies conducting or planning RIFs are nevertheless to establish numerical objectives for the total number of persons with targeted disabilities on board as of the end of the fiscal year (objective c) and for percent representation of persons with targeted disabilities as of the end of the fiscal year (objective d). Setting these numerical objectives will entail analysis of the expected impact of RIFs on handicapped employees and will facilitate action to minimize impact within the limits imposed by law and regulation.

In establishing its numerical objectives, an agency may wish to consider its own past performance, the performance of agencies with exemplary records, overall government progress, and census data. Refer to Federal Sector Programs' latest annual report to Congress for Federal Government data on employment of individuals with handicaps. Since 1979 EEOC has estimated that the availability of persons with targeted disabilities who are work force age and able to work is 5.95 percent of the entire work-force-age population. Recent studies support this estimate. A study of data on persons with disabilities commissioned by the Congressional Research Service of the Library of Congress and published in 1979 points out that even though disability data often are computed from various sources over an extended period of time, prevalence rates and percentages are more constant over time than numbers.

As indicated in previous EEOC management directives, figures commonly used to identify work-age adults by disability are:*

Paralyzed	5,400,000	or	4.25%
Mentally retarded	3,500,000	or	2.89%
Epileptic	2,000,000	or	1.65%
Blind	700,000	or	0.58%
Deaf	250,000	or	0.21%
Mentally restored	250,000	or	0.21%
Amputees	200,000	or	0.17%

According to the U.S. Department of Labor Employment Standards Administration, a conservative estimate places the number of persons with handicaps (a population

* These categories encompass the targeted disabilities and the corresponding disability codes on Standard Form 256, except for severe distortion of the limbs or spine (code 92), for which no work force data are available.

roughly comparable to the population with targeted disabilities) of work force age and able to work at 7.2 million. This represents 5.95% of the entire work-force-age population. Therefore, if census data are used to compute agency objectives, this percentage is recommended. It is not required that the agency adopt the 5.95% figure as its objective for the program year.

This statistic is provided as a reference point the agency can use to determine what accession rate and what increase in representation would be reasonable. This figure is not exact but it is conservative and may therefore be used with confidence for this purpose.

GUIDANCE FOR ANALYZING PERSONNEL OR MANAGEMENT POLICIES, PRACTICES,
OR PROCEDURES AND DEVELOPING ALTERNATIVES TO THOSE THAT ADVERSELY
AFFECT HIRING, PLACEMENT, AND ADVANCEMENT OF INDIVIDUALS WITH HANDICAPS

Agencies are to analyze personnel or management policies, practices, or procedures which are barriers to hiring, placement, and advancement of individuals with handicaps. Suitable alternatives are to be considered at the earliest possible dates. Barriers are those personnel or management procedures, policies, practices or actions which may prevent an agency from providing equal employment opportunity in hiring, placement, and advancement of individuals with handicaps. In addition, agencies are to analyze issues and findings of complaints based on handicap to identify any systemic barriers which may exist.

Typical Barriers and Alternatives

The following hypothetical examples have been developed to assist agencies in identifying barriers and assuring that they are eliminated expeditiously.

Barrier 1: Supervisors and managers are frequently found to make stereotyped assumptions about safety considerations related to persons with disabilities.

Alternative: Develop and present to managers and supervisors training on safety records and experiences of persons with handicaps who are employed in jobs which are frequently thought to be hazardous.

Barrier 2: Individuals with handicaps are set apart from the mainstream and thought of as suitable candidates only for "special jobs."

Alternative: Instead of setting aside "special jobs" for persons with disabilities, agencies are integrating the required special recruitment programs for individuals with handicaps into their overall recruitment efforts. When selecting officials submit Standard Form 52, Request for Personnel Action, personnel specialists respond with information about various staffing methods that may be utilized. These include:

- o using an excepted authority to appoint an individual with handicaps (with or without announcing the positions);
- o opening the area of consideration, as suggested in the alternative to Barrier 2;
- o sending vacancy announcements to reliable sources of applicants with handicaps; and
- o screening agency talent banks (including the applicant pool established as part of the agency's special recruitment program) for applications from qualified persons with disabilities.

Barrier 3: When an agency has a shortage of slots, managers hesitate to employ readers, interpreters or personal assistants to meet the special needs of individuals with handicaps.

Alternative: Create an agencywide pool of reserved slots for readers, interpreters, and personal assistants. It is suggested that the number of reserved slots for the first year be equal to the total number of on board employees who are blind and deaf. After the first year the number of slots needed can be evaluated on the basis of experience.

Barrier 4: Selecting officials have misperceptions of the skills, abilities, education, and other qualifications of individuals with handicaps.

Alternative: Make training on attitudes toward persons with handicaps mandatory for all members of the Senior Executive Service. Increased awareness of these officials should change attitudes at lower levels.

Barrier 5: Requests for major items of equipment to accommodate disabilities are being denied because funds of a particular office are not available.

Alternative: Establish an agencywide fund for purchase of special equipment to meet special needs of people with disabilities.

Barrier 6: Medical qualification standards tend to screen out individuals with handicaps, particularly those with targeted disabilities.

Alternative: Establish a medical review board to consider problem cases. This board should have authority to waive standards when appropriate and expertise to determine the validity and job relatedness of standards and appropriate accommodations in specific situations.

Barrier 7: For most jobs, especially those above entry level, competitive status is required. Strictly interpreted, this requirement rules out qualified employees with handicaps on special excepted appointments as well as qualified individuals with handicaps who have never been Federal employees.

Alternative: On vacancy announcements, if competitive status is required, the following statement is included: "Competitive status is not required if the person selected is a handicapped individual who may be eligible for appointment under a special appointing authority. Such individuals need not be present or past employees of the Federal Government." These authorities include sections 213.3102 (t) and (u) of Schedule A, section 213.3202 (k) of Schedule B, and special authorities for disabled veterans.

Barrier 8: When vacancies are filled, the area of consideration often is restricted: headquarters, districtwide, or agencywide.

Alternative: On vacancy announcements, when the area of consideration must be restricted for some reason, language such as the following is incorporated: "Area of consideration: agencywide and individuals with handicaps who may be eligible for appointment under a special appointing authority."

Barrier 9: When vacancies are filled, individuals eligible for special excepted appointments often are not considered along with applicants seeking competitive appointment. If considered, excepted appointment eligibles often are eliminated by the same criteria used to screen other applicants.

Alternative: Personnel specialists are being trained in proper use of special appointing authorities for individuals with handicaps. Three points are being emphasized: (1) Competitive positions may be filled by use of section 213.3102(u) of Schedule A. (2) Positions suitable for individuals who are mentally retarded may be filled by use of section 213.3102(t) of Schedule A. (3) A basic purpose of special excepted appointments is to make it possible for the qualifications of persons with severe handicaps to be considered in terms of the specific job to be done rather than in terms of general qualification standards in the Federal Personnel Manual and stated ranking factors. If it seems likely an individual eligible for a special excepted appointment

may be qualified to do a particular job, his or her application is being forwarded along with those ranked competitively so that the selecting official may reach his or her own decision about the qualifications of an individual with handicaps.

Barrier 10: Merit promotion plans specify that applications will be considered from present or former Federal employees who are eligible for appointment by promotion, transfer, or reinstatement. This usually precludes consideration of applications from any other source. Since individuals with handicaps have been and continue to be underrepresented in the Federal work force, this limits employment opportunities for individuals with handicaps, particularly those with targeted disabilities.

Alternative: Agencies are revising merit promotion plans to include a statement such as the following: "Applications will be accepted from individuals with handicaps who are qualified for this position. These candidates must be able to furnish evidence of eligibility for appointment under special authorities for employment of individuals with handicaps."

Barrier 11: The special recruitment program is not producing adequate numbers of applications from individuals with handicaps who are qualified for actual vacancies.

Alternative: Issue for each servicing personnel office an open (no closing date) vacancy announcement soliciting applications for the applicant pool that agencies are required to maintain as part of their comprehensive affirmative action programs for individuals with handicaps. This announcement should list the job series and grades of positions most frequently filled through that particular servicing personnel office.

Barrier 12: Personnel offices do not always make full use of flexibilities allowed.

Alternative: Staff in the personnel office who have contact with the public, including receptionists and secretaries, are told that applicants with handicaps are not necessarily subject to the same restrictions as other applicants.

When a handicapped individual inquires about a vacancy, he/she is always told to submit an application. Rejections by staffing specialists of applications from individuals with handicaps are reviewed and countersigned by the director of personnel or a knowledgeable designee.

If the person with handicaps is eligible for appointment under a special authority, any of the following may apply;

- o applications can be accepted after the closing date;
- o applicants need not have status, even if the vacancy announcement requires status;
- o applications can be accepted from outside the area of consideration specified in the announcement;
- o certain qualification requirements can be modified or waived.

Barrier 13: There is no outreach to recruit individuals with handicaps, particularly those with targeted disabilities, to be trained or selected for the Senior Executive Service in an agency which has no individuals with handicaps in the Senior Executive Service.

Alternative: Establish an agencywide task force to identify persons with targeted disabilities, in the agency work force or elsewhere, who can be trained or placed in the Senior Executive Service. Cooperation with other Federal agencies may be beneficial.

Barrier 14: Many employees with handicaps are nominated for outstanding handicapped employee of the year awards, but relatively few are nominated for cash performance awards. This is unfair to the individual and fosters inappropriate attitudes in the agency.

Alternative: Winners of annual agencywide outstanding handicapped employee awards are given quality step increases, if eligible, or a reasonable equivalent in cash if not eligible. This assures that outstanding employees with disabilities are properly rewarded when they are recognized, and that persons whose performance is less than outstanding are not nominated.

The barriers listed above typify systemic problems that make it difficult for agencies to increase representation, and advance in employment, individuals with handicaps. Agencies may wish to consider whether any of these barriers currently impede agency employment of individuals with handicaps, particularly those with targeted disabilities. This should be determined on an agencywide basis, with appropriate consideration of the practices of components and field installations. Agency analyses of barriers may include but should not be limited to consideration of the barriers listed. If an agency is not meeting its affirmative action employment objectives or if underrepresentation of individuals with handicaps is particularly severe in certain job categories or grade groupings, it is likely that there are substantial systemic difficulties.

Systematic Analysis

Agencies should examine their procedural and administrative processes to determine whether or not these processes have the effect of excluding individuals with handicaps without giving them the opportunity to be considered on the basis of their individual qualifications--with any necessary reasonable accommodation --to perform in the specific position for which they are applying or in one of the positions in a particular occupational series when a number of vacancies are filled under one announcement. It should be noted and borne in mind throughout the analysis that many individuals with severe disabilities are eligible for excepted appointments and can be considered for employment on the basis of criteria different than those listed in Federal Personnel Manual Handbooks X118 and X118C.

One approach would be to identify a manageable number of occupational series or a specific group of positions for which barriers will be analyzed during the fiscal year. Such analyses should address a range of grade groupings, with emphasis on underrepresentation indicated by the work force analyses required for the affirmative action program plan. It may be apparent that there are barriers and with respect to certain types of jobs or with respect to certain grade levels.

A number of factors may contribute directly and indirectly to underrepresentation of individuals with handicaps. Three types of information are especially pertinent:

- o Agencies may wish to analyze personnel actions, particularly accessions but also promotions, lateral reassignments, downgrades, and separations.

- o Agencies may wish to analyze factors that influence accession and promotion processes. The emphasis should be on accessions, but agencies that expect few or no accessions should concentrate on promotions. Among relevant factors are training, awards, performance appraisals, details, special assignments, and disciplinary actions.
- o Agencies may wish to analyze procedures and policies that result in the types of personnel actions the agency determines to be relevant. For example, if the agency rarely or never uses excepted appointing authorities for individuals with handicaps to fill vacancies above a certain grade level, that could be an impediment.

These analyses should enable agencies to identify factors that tend to increase or decrease the representation of individuals with handicaps in the agency's work force. This can be accomplished by examining typical accession/promotion methods and analyzing the results of each practice and procedure in terms of its effect on individuals with handicaps.

Information should be gathered concerning each staffing method used by the agency. Procedures followed to advertise, recruit, hire, and place personnel should be outlined. The effectiveness of the agency's special recruitment program for persons with targeted disabilities may be related to the presence or absence of barriers. Selections made on the basis of standard procedures should be analyzed by determining the distribution of individuals with handicaps and persons with targeted disabilities in:

- o the recruiting target population;
- o the selections made; and
- o the occupational groups and pay levels into which personnel were placed.

Agencies are not required to undertake specifically the types of analyses described in this appendix. The intent here is to provide guidance that will enable each agency to identify and eliminate barriers expeditiously, given the unique mission, structure, and experience of that agency.