

## SYSTEMS ANALYSIS CASE STUDY

Systems analysis is the work of investigating an employer's policies, procedures, and/or practices to determine where barriers to fair and inclusive employment opportunities may exist and impact members of a particular group based on their sex, race, ethnicity, disability status, etc.



### At A Glance

#### Challenges

- Systemic biases (attitudinal, institutional/structural, and physical)
- Fear of setting goals, based on a lack of understanding of the law
- Lack of awareness of solutions

#### Benefits

- Data-driven decision making;
- Federal action that is aligned with public policy drivers behind original legislation; and
- Increased equitable opportunities for PWD.



"It's not enough to hope for more equitable outcomes. Employers must take strategic, evidence based steps to identify the root cause of issues and address them. That is what leads to long-term change that lasts."

Jo Linda Johnson  
JEI Solutions LLC

### Objectives

The EEOC sought to move the needle on employment opportunities in the Federal government for individuals with disabilities (PWD). Specifically, the EEOC sought to both grow the overall number of PWD employed by Federal agencies, and also the number of PWD in senior positions within those agencies. Prior to 2006, the participation rate for PWD was less than 1% in all but two Federal agencies.

### Steps and Solutions

Under the leadership of the Acting Vice Chair of the Commission, I spearheaded a new initiative to:

- Review Federal-wide employment systems to unearth the root causes limiting opportunities for this underrepresented group;
- Bring attention to the issue of unemployment for PWD;
- Remind Federal agencies of their obligations under the Rehabilitation Act of 1973 to take affirmative action to hire and promote PWD;
- Educate personnel on [hiring authorities](#) to help streamline the hiring process for PWD (see [here](#)); and
- Set a numerical target for all Federal agencies to meet.

The initiative was titled [LEAD](#) - Leadership for the Employment of Americans with Disabilities. We set a goal of a 2% participation rate for individuals with severe disabilities, and 12% for all disabilities.

### Outcomes

#### One

Employing more individuals who were otherwise forced to subsist on unemployment and/or disability benefits increased the tax base for all Americans while also reducing dependence on large tax draws.

#### Two

As the nation's largest employer, the Federal government set a positive example of fair and inclusive employment for PWD.

#### Three

Misconceptions and misunderstandings surrounding disability law (the Rehab Act and the ADA) versus Title VII of the Civil Rights Act were addressed and clarified.

#### Four

**In the span of a decade, the participation rate of PWD in the Federal government almost double, with a 82% increase reported.**