



DEPARTMENT OF DEFENSE

**INCREASING FEDERAL EMPLOYMENT
OF INDIVIDUALS WITH DISABILITIES**

OPERATIONAL PLAN 2011-2015

Executive Summary

The Department of Defense (DoD) has developed, as specified by Executive Order 13548, Increasing Federal Employment of Individuals with Disabilities (IwD), an Operational Plan for 2011-2015. The Plan is designed to promote employment opportunities for IwD within DoD. DoD will leverage its expertise, gained through years of development and delivery of programs focused on IwD and Individuals with Targeted Disabilities (IwTD) to serve as a Federal leader in disability employment.

To ensure that the Executive Order's intent to promote the hiring and retention of qualified IwD in the Federal Government is fully honored, the Operational Plan captures Department-wide actions that support four key aspects of employment:

- Measurable Goals
- Accountability
- Recruitment and Hiring
- Retention

These actions support our applicants and employees with disabilities, human resources personnel, equal employment opportunity personnel and hiring managers. The Operational Plan is aligned with the current DoD Civilian Human Capital Strategic Plan (CHCSP); specifically, Goal 2 – Ensure Mission Readiness of the Workforce, Objective 2.1 - Develop a comprehensive strategic workforce plan (per NDAA 2010 Section 1108 and Secretary's efficiencies mandates) to shape a diverse, balanced and capable civilian workforce that can effectively support the warfighter. Having a Mission Ready workforce means that the Department expects a highly capable workforce characterized by agility, flexibility, diversity, and seamless integration with the Total Force.

The Operational Plan also covers the roles and responsibilities based on DoD's leadership within the Government-wide Initiative, the Department's role supporting its workforce in recruiting, hiring and retaining overall diversity of the workforce, and re-emphasizes DoD's longstanding goal of 2% participation by IwTD's within the civilian workforce.

Note: The Plan is intended to be a living document, which will be modified as appropriate to address emergent issues and additional innovative strategies.
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Introduction

On July 26, 2010, the President signed Executive Order (EO) 13548, *Increasing Federal Employment of Individuals with Disabilities*. The purpose of the EO is to increase the number of IwD in the Federal workforce and to strengthen the Federal Government's resolve to hire the men and women who have unique and valuable skills but experience additional barriers in the Federal hiring process. The EO provides the platform for Federal agency partnerships to improve IwD hiring practices.

The Office of Personnel Management (OPM), in consultation with the White House, the Department of Labor (DOL), the Equal Employment Opportunity Commission (EEOC), and the Office of Management and Budget (OMB), developed, as required by the EO, model recruitment and hiring strategies for agencies to use to increase employment of people with disabilities. On November 8, 2010, OPM released to all heads of the executive departments and agencies "Model Recruitment Strategies for Recruitment and Hiring People with Disabilities as Required Under Executive Order 13548." In response, as required by the EO, agencies have 120 days from the date of the memorandum to prepare their plans for successful implementation of the EO.

In accordance with the EO, agency plans must include strategies to promote employment opportunities for IwD. And shall, consistent with law, include performance targets and numerical goals for employment of IwD and sub-goals for employment of IwTD. Furthermore, agencies must designate a senior-level agency official to be accountable for enhancing employment opportunities for IwD and IwTD within the agency, consistent with law, and for meeting the goals of this Order.

Operational Overview

The EO and OPM memorandum "Model Recruitment Strategies for Recruitment and Hiring People with Disabilities as Required Under Executive Order 13548" outline the operational responsibilities required by all agencies and the submission of this plan to OPM. DoD's Operational Plan addresses these responsibilities.

The key DoD operational responsibilities are as follows:

- Develop a DoD-specific 5-Year Operational Plan
- Establish a formal IwD collaboration between Civilian Personnel Policy/Civilian Personnel Management Service and Office of Diversity Management and Equal Opportunity
- Promote collaboration and information sharing between HR and EEO professionals throughout the Department
- Create an accessible, positive and welcoming environment for job applicants and employees with disabilities
- Provide mandatory training to EEO specialists, human resources personnel and hiring managers on the employment of IwD
- Increase retention and return to work of IwD

- Increase utilization of the Schedule A Excepted Service hiring authority for IwD
- Increase participation of IwD in internships, fellowships, and training and mentoring programs
- Collect information and develop data necessary to determine and eliminate barriers to the hiring, retention and advancement of IwD

Designated Agency Officials

In accordance with the EO, agencies must designate a senior-level agency official to be accountable for enhancing employment opportunities for IwD and IwTD within the agency, consistent with law, and for meeting the goals of this order. DoD is required to designate a senior-level official for the DoD-wide plan, and senior-level officials at DoD Components/Agencies with more than 15,000 employees.

The following senior-level officials, among other responsibilities, are accountable for developing and implementing the agency's plan, creating recruitment and training programs for employment of IwD and IwTD, and coordinating employment counseling to help match the career aspirations of IwD to the needs of DoD.

Designated Agency Officials	
Department of Defense	Mr. Pat Tamburrino, Deputy Assistant Secretary of Defense, Civilian Personnel Policy
Air Force*	Ms. Paige Hinkle-Bowles, Deputy Director, Force Management Policy, Air Force
Washington Headquarters Services/Fourth Estate*	Mr. Chris Koehle, Director, Human Resources, Washington Headquarters Services
Army*	Mr. Larry Stubblefield, Deputy Assistant Secretary of the Army for Diversity and Leadership
Navy*	Mr. Ted Canelakes, Director, Human Resources Operations and Customer Engagement
Defense Commissary Agency*	Mr. Joseph H. Jeu, Director and CEO
Defense Logistics Agency*	Mr. Fred Baillie, Chief of Staff, DLA Headquarters
Department of Defense Education Activity*	Ms. Lenoir Graham, Director of Human Resources
DoD Protecting Our Workers and Ensuring Reemployment (POWER) Initiative representative	Ms. Mary C. Sanchez, Chief, Injury and Unemployment Compensation Division, Civilian Personnel Management Service
DoD Office of Diversity Management and Equal Opportunity	CAPT Kenneth J. Barrett, Deputy Director

* DoD “sub agencies” with more than 15,000 employees

Roles and Responsibilities

Executive Order 13548 mandates specific actions and activities by agencies within the Executive Branch. The roles and responsibilities are comprehensive and extend DoD-wide.

Roles and Responsibilities	
Deputy Assistant Secretary of Defense (DASD), CPP	<ul style="list-style-type: none"> • Provide operational direction, guidance and support for the DoD program • Serve as Office of Primary Responsibility
Director, CPMS and Principal Director of ODMEO	<ul style="list-style-type: none"> • Serve as the DoD representative for the human resource and equal opportunity functional communities • Establish a formal DoD CPP/CPMS/ODMEO partnership
CPP/CPMS/ODMEO	<ul style="list-style-type: none"> • Coordinate DoD and Component support for the EO
DoD Components/Agencies Disability Program Managers and Selective Placement Coordinators	<ul style="list-style-type: none"> • Coordinate and support efforts of the EO throughout DoD

Goals

The EO requires Federal Agencies to hire 100,000 IwD over the next five years and mandates that each agency establish numerical hiring goals for IwD and sub goals for IwTD for every year covered by the plan.

Accordingly, this plan is designed to achieve a proportionate goal of 36,000 hires through 2015. Additionally, to meet the requirement of the EO and DoD's longstanding goal of 2% participation by IwTD, 9,250 of the 36,000 hired will have targeted disabilities. (Based on Sept 2010 data pulled from CPDF):

DoD Hiring Goals		
	IwD	IwTD
2011	3600	930
2012	8100	2080
2013	8100	2080
2014	8100	2080
2015	8100	2080

CPMS, in collaboration with the ODMEO and DoD Components, will expand recruitment and outreach efforts targeting qualified IwD at all grade levels.

Objectives and Actions

The tables below contain the objectives and action steps developed from the EO and the model recruitment and hiring strategies released by OPM. These requirements along with target completion dates, office of primary responsibility (OPR) and operational partners are not an exhaustive list of activities which must occur, but are guideposts for how the DoD will support the EO and our various internal requirements. The tables below are designed to align our actions with the directives from the EO:

- Accountability
- Recruitment
- Employment and Retention
- Training and Information Sharing
- Tracking and Reporting

Each of these five key areas of focus contains a mixture of Federal and DoD goals, objectives, and action steps. Responsibility for the planning and specific actions rests with the OPR, in coordination with ODMEO. CPMS/ODMEO has responsibility for monitoring and tracking Department actions related to the EO for the Deputy Assistant Secretary of Defense (DASD), Civilian Personnel Policy.

ACCOUNTABILITY			
Objectives: Secure Senior Level DoD Commitment to IwD Initiative. Create a governance structure within the DoD to provide accountability for employment of IwD.			
Expected Outcomes – Senior level commitment demonstrated by top DoD leadership, EEO and HR communities. Establish a governance structure at Component/Agency level.			
Action Steps	Due Date	OPR	Partners
Conduct a DoD summit of Component designated SES HR and EEO Directors: <ul style="list-style-type: none"> • To secure support, promote dialogue and explore implementation of the Executive Order 	Sept 30, 2011	ODMEO/ CPMS	HR and EEO Directors
Call to Action Memo signed by DepSecDef to military and civilian Department leaders announcing and expressing support of the Executive Order and the IwD Employment Initiative.	Sept 30, 2011	ODMEO	Components
Designate a senior-level agency official within each Component/Agency to be accountable for enhancing employment opportunities for IwD and IwTD.	Feb 11, 2011	CPP/ CPMS	Components

Designate Disability Program Managers (DPM) and Selective Placement Coordinators (SPC) at Component Level.	June 30, 2011	ODMEO	Components
Evaluate establishment of centralized management and funding for reasonable accommodations not covered through the DoD's Computer/Electronic Accommodations Program (CAP) - non-assistive technology.	Dec 31, 2011	ODMEO	CPMS/ Components
Identify Component-specific action steps for implementation of EO.	Feb 11, 2011	CPP/ CPMS	Components
RECRUITMENT			
<p>Objectives : Maximize use of the Schedule A hiring authority and participation of IwD in internships and fellowships. Promote the DoD to IwD as a model employer of IwD.</p> <p>Expected Outcomes – Achieve measurable increase in IwD hiring. Increase employment of IwD.</p>			
Action Steps	Due Date	OPR	Partners
Promote Workforce Recruitment Program (WRP) to DoD Components through the use of an enhanced website and marketing campaign.	June 30, 2011	ODMEO	Components
Increase IwD applicant pool by use of Federal, state and private sources to include: Workforce Recruitment Program (WRP), Bender Consulting, National Organization on Disability (NOD), Career Opportunities for Students with Disabilities (COSD), National Council on Independent Living (NCIL), etc.	April 15, 2011	ODMEO/ CPMS	Component EEO/HR communities
Promote inclusion of IwTD in expanded recruiting efforts for existing Component internship programs.	April 15, 2011	ODMEO/ CPMS	Components
Promote integration of Schedule A information into agency hiring reform initiative.	Ongoing	CPMS/ HR BITS	Components
Increase outreach and recruitment through disability focused organizations and/or entities with significant IwD representation (i.e., colleges, professional organizations, etc.)	Ongoing	ODMEO/ CPMS	Components

<p>Expand use of the Workforce Recruitment Program for College Students with Disabilities (WRP):</p> <ul style="list-style-type: none"> • Promote WRP as an effective tool for hiring qualified IwD into permanent positions • Increase summer hiring through DoD centralized funds by 10% each year through 2015 	<p>April 30, 2011</p>	<p>ODMEO</p>	<p>Components</p>
EMPLOYMENT AND RETENTION			
<p>Objective: Promote employment, retention and advancement of IwD in the DoD.</p> <p>Expected Outcome – Market DoD innovative programs to facilitate IwD pipeline throughout DoD Components.</p>			
	Due Date	OPR	Partners
<p>Identify opportunities to expand use of DoD WRP e-Mentoring Program:</p> <ul style="list-style-type: none"> • Increase participation in the DoD WRP e-Mentoring Program • Develop plan for consideration by USD(P&R) to use the WRP e-Mentoring program structure to benefit individuals beyond participants in the WRP: <ul style="list-style-type: none"> ○ Consider expansion to all DoD employees with disabilities ○ Consider e-mentoring program designed specifically for wounded service members. 	<p>Ongoing</p> <p>July 31, 2011</p>	<p>ODMEO</p>	<p>Components</p>
<p>Target marketing for DoD leadership development programs for current employees with disabilities.</p>	<p>Determined by program application deadlines</p>	<p>CPMS LPDD</p>	<p>Components</p>

<p>Utilize existing DoD Pipeline Return-to-Work (RTW) Program to reemploy partially recovered employees suffering from job-related injuries and illnesses.</p> <ul style="list-style-type: none"> • Promote the use of the Pipeline Return-to-Work Program through: <ul style="list-style-type: none"> ○ Full-time Pipeline Coordinator ○ Injury and Unemployment Compensation (ICUC) Liaison support to identify and resolve potential RTW cases ○ Website: http://www.cpms.osd.mil/pipeline/pipeline.aspx ○ Email subscription service for program updates ○ Engagement with Managers, Injury Compensation Program Administrators (ICPA) and Supervisors <ul style="list-style-type: none"> ▪ live sessions ▪ eLearning ▪ conferences ▪ briefings • Emphasize that the President's POWER Initiative goals also support the EO. <ul style="list-style-type: none"> ○ Incorporate through annual ICPA training conference • Ensure Workers' Compensation information is included in the mandated supervisor and manager training. 	<p>Ongoing</p> <p>April 19, 2011</p> <p>March 28, 2011</p>	<p>CPMS/ICUC</p> <p>CPMS/ICUC</p> <p>CPMS/ICUC</p>	<p>Components</p> <p>Components</p> <p>Components</p>
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TRAINING AND INFORMATION SHARING

Objective: Ensure Disability Program Managers (DPM), SPC, Equal Employment Opportunity (EEO) Specialists, HR professionals and HR hiring managers are trained on the employment of IwD.

Expected Outcome – Increased retention of IwD and fewer claims of discrimination based on disability by qualified applicants and employees.

Action Steps	Due Date	OPR	Partners
<p>Conduct training for HR professionals and hiring officials on employment of IwD, including the strategic use of special hiring authorities, disability etiquette, the Rehabilitation Act of 1973, which includes reasonable accommodation provisions, and other applicable laws and regulations.</p>	<p>quarterly training</p>	<p>CPMS/LPDD</p>	<p>Components</p>

Implement the Disability Program Manager Training Initiative.	March 31, 2011	ODMEO	Component DPMs/ DEOMI
Enhance goDefense.com website to better provide information on employment opportunities for IwD.	May 31, 2011	CPMS	Components
Develop, maintain and distribute a list of DoD Agency DPMs and SPCs. <ul style="list-style-type: none"> Improve communication and facilitate information sharing on barriers, successes and best practices. 	June 30, 2011	ODMEO	Components
TRACKING AND REPORTING			
<p>Objective: To effectively monitor efforts of the HR and EEO communities to successfully implement EO 13548, regularly evaluate progress and identify barriers through the use of workforce statistics.</p> <p>Expected Outcome - Ongoing collaboration and communication between HR and EEO professionals.</p>			
Action Steps	Due Date	OPR	Partners
Establish a Schedule A [CFR 213.3102] use goal of 2% of all hiring/promotion actions each year.	Ongoing	CPMS/ ODMEO	Components
Require quarterly update/report (not to exceed two pages) from each Component/Agency on status of implementation of action steps and progress toward achievement of goals. <ul style="list-style-type: none"> Updates to include actions over the previous quarter and planned initiatives/efforts for upcoming quarter. Reports to be signed by designated Component SES responsible for EO, and submitted to DASD(CPP) and copy to ODMEO. (ODMEO/CPMS to develop reporting template) 	Quarterly	DASD(CPP)	Component Designated Officials
Increase education and awareness of OPM SF 256, Self-Identification of Disability – the source of federal disability statistics. <ul style="list-style-type: none"> Conduct annual resurveys of workforce via broadcast messages and within appropriate personnel data systems – MyBiz, etc. Distribute a Memorandum to HR Directors providing guidance on effective use of the SF256 during the on-boarding process. 	Ongoing; to begin by Aug 2011	ODMEO/ CPMS	Components

Report feedback received from OPM on efforts under EO 13548 to DoD Components.	As available	CPP/CPMS	Components
Develop a self-certification process through which Components/Agencies indicate the needs of IwD are included in emergency evacuation plans.	Dec 30, 2011	ODMEO	Components

DoD's sub agencies (Components/Defense Agencies), with more than 15,000 employees, have presented individual action steps and plans which outline and identify a number of common themes in their efforts to increase hiring of IwD. First and foremost, DoD is committed to identifying barriers to hiring, retention, and advancement of individuals with disabilities, specifically to ensure that architectural and IT barriers are eliminated. Some specific actions include the following:

- Conduct regularly scheduled training to educate staff, supervisors and managers. Training sessions will be accomplished using appropriate technology, teleconferencing, webinars, etc, with a special emphasis on providing detailed guidance to managers and supervisors on using Schedule A. We will also encourage the creation of an expedited referral process for individuals who are eligible for placement via Schedule A under 5 CFR 213.3102(u).
- Establish annual numeric goals to accomplish the agency mission, with metrics developed to track training and hiring efforts.
- Promote the use of targeted recruitment efforts such as the Workforce Recruitment Program. Reach out to colleges and universities, as well as to external affinity groups to increase the availability of IwD within the applicant pool.
- Ensure the new Pathways Programs include IwD, and especially Individuals with Targeted Disabilities (IwTD). Leverage resources of state Vocational Rehabilitation offices and non-governmental organizations.
- Conduct exit surveys for separating civilian employees, to include specific questions which will seek to determine if any reason related to the person's disability led to the decision to leave. Survey results will be used to adapt retention plans and strategies.
- Promote within DoD the dissemination of Office of Personnel Management's (OPM) shared register of candidates with disabilities.
- Ensure that DoD Special Emphasis Program Managers' contact information is up to date on the OPM website.
- Appoint Disability Coordinators at sub agency and subordinate levels to effectively and efficiently process requests for reasonable accommodations.
- Create an expedited referral process for hiring veterans who have a disability rating of 30% or greater. Work closely with offices within DoD, as well as the appropriate personnel at Department of Labor and Veterans Affairs, to attract wounded, ill, and injured Service members transitioning from DoD Military Treatment Facilities (MTFs).
- Ensure that all job announcements have plain language about reasonable accommodations in the application process.
- Ensure that evacuation plans and training include guidance and resources for individuals with disabilities and supervisors.

Conclusion

This Operational Plan outlines the roles and responsibilities based on DoD's leadership within the Government-wide Initiative and the Department's role supporting its workforce in recruiting, hiring and retaining IwD. The Action Steps specified describe the critical activities which must occur in order for DoD to enhance our efforts to promote the employment of IwD throughout the Department, as well as to meet the objectives set forth in the EO. An operational timeline for 2011 and beyond provides the high level overview of DoD's major activities.

"The dedication and leadership of individuals with disabilities enriches our nation and strengthens its defense. Whether civilian or Service members, individuals with disabilities have fulfilled the highest tradition of American resolve and resiliency - they are a shining example of the human spirit that will not be bound."

Source – Dr Stanley's message for the 2010 Disability Awards Ceremony brochure.

REFERENCES

Executive Order 13548, Increasing Federal Employment of Individuals With Disabilities, July 26, 2010