

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 36-205**

**1 DECEMBER 2016**



**Personnel**

**AFFIRMATIVE EMPLOYMENT  
PROGRAM (AEP), SPECIAL EMPHASIS  
PROGRAMS (SEPS) AND  
REASONABLE ACCOMMODATION  
POLICY**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction replaces Air Force Regulation (AFR) 40-713, Equal Employment Opportunity and Affirmative Employment Programs, issued 20 June 1986 and implements Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715, DoD Directive 1440.1, The DoD Civilian Equal Employment Opportunity (EEO) Program, and Air Force Policy Directive (AFPD) 36-2, Civilian Recruitment and Placement. It establishes Air Force (sometimes referred to as “the Agency”) requirements to implement an Affirmative Employment Program (AEP) and Special Emphasis Programs (SEPs), and to implement Federal law in ensuring equal opportunity for civilian employees regardless of race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, disability, genetic information, or reprisal for participating in the EEO process or opposing discriminatory practices. This Instruction applies to all civilian employees and applicants for civilian employment within the Air Force in appropriated and nonappropriated fund (NAF) positions except non-United States (US) citizens employed outside the US. It applies to the Air National Guard (ANG) and AFR members covered under Title 5. It provides Air Force guidance on reasonable accommodation for individuals with disabilities, how the AEP and SEPs are organized, and how program personnel are designated and committees are established. It requires commanders to develop and implement a program of positive action in all personnel administration and management matters, including recruitment, employment and promotion, designed to promote equal opportunity and to identify and eliminate discriminatory practices and policies. The Air Force is legally required to take proactive steps to ensure equal employment

opportunity (EEO) for all their employees and applicants for employment by regularly evaluating employment practices to identify and eliminate barriers that hamper the advancement of any individual on the basis of race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, disability, genetic information, or prior EEO activity (reprisal). The Air Force is also legally required to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, unless to do so would cause undue hardship. The authorities to waive wing/unit requirements in this publication are identified with a Tier (“T-0, T-1, T-2, and T-3”) number following the compliance statement. See AFI 33-360, Publications and Forms Management, Table 1.1 for a description of the authorities associated with the Tier waiver approval authority, or alternatively, to the Publication OPR for non-tiered compliance items (See AFI 33-360, 1.9.5. for the waiver process and limitations). In collaboration with the Chief of Air Force Reserve (AF/RE) and the Director of the Air National Guard (ANG/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy for the Affirmative Employment Program (AEP), Special Emphasis Programs (SEPs), and Reasonable Accommodation Policy. This Air Force publication may be supplemented at any level; MAJCOM-level supplements must be approved by the HSB prior to certification and approval. This Instruction is to be used, at all levels, by commanders, Equal Opportunity (EO) offices, civilian personnel sections/nonappropriated fund human resources section (CPS/NAF-HRS), employees, managers, and supervisors. It does not cover military recruitment or the military promotion system. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Information Management Tool (IMT) 847, Recommendation for Change of Publication; route AF IMT 847s from the field through the appropriate functional chain of command. Before publishing, field activities send implementing publications to higher headquarters functional OPR for review and coordination. Vigilance should be taken to protect Privacy Act (PA) and Personally Identifiable Information (PII) when transferring documents for review, whether by postal methods, faxing or through government internet systems. As a minimum, review the following references that contain sensitive or For Official Use Only (FOUO) information: AFI 33-332, The Air Force Privacy and Civil Liberties Program, 12 January 2015, Chapters 7 and 12; DoD 5400.11-R, Department of Defense Privacy Program. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AF Manual (AFMAN) 33-363, Management of Records, and disposed of IAW with the Air Force Records Disposition Schedule (RDS) in the Air Force Information System (AFIMS).

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## CHAPTER 1

### OVERVIEW AND FUNCTIONAL RESPONSIBILITIES

**1.1. Program Purpose.** The AEP is a program of positive action in all personnel administration and management matters, including recruitment, employment, and promotion, designed to promote equal opportunity and to identify and eliminate discriminatory practices and policies. The Air Force is legally required to take proactive steps to ensure EEO for all employees and applicants for employment by regularly evaluating employment practices to identify and eliminate barriers that hamper the advancement of any individual on the basis of race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, disability, genetic information, or reprisal. The Air Force is also legally required to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, unless to do so would cause undue hardship. The SEP are designed to enhance the employment and advancement opportunities of all EEO groups.

**1.2. Applicability and Scope.** This instruction supersedes all previous Air Force regulatory and policy guidance on this matter.

**1.3. Definitions.** Terms used in this instruction are defined in Attachment 1.

#### **1.4. Policies.**

1.4.1. Air Force Policy. The Air Force recognizes and supports the principles of EEO. Air Force managers and supervisors are responsible for affecting these principles in all personnel management decisions and for making EEO considerations an integral part of the management process. It is Air Force policy that civilian personnel management be accomplished in a manner that is free from unlawful discrimination and provides equal opportunity for all applicants and employees regardless of their race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, disability, genetic information, or prior EEO activity (reprisal). Therefore, it is against Air Force policy for any Airman (military or civilian) to unlawfully discriminate against, harass, intimidate or threaten another Airman (military or civilian) on the basis of race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, disability, genetic information, or reprisal. The Air Force does not tolerate harassment at any level in the workforce and will take disciplinary action as appropriate. Responsibility for implementation of the Air Force policy on EEO and affirmative employment will be shared by management personnel at all levels and designated AEP and EO officials (**T-0**). The AEP is designed to ensure that:

1.4.1.1. All personnel actions and employment practices are based on merit and qualifications and not on any unlawful factors.

1.4.1.2. No person shall be excluded from participation in, denied the benefits of, or subjected to discrimination on the basis of race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, disability, genetic information, or prior EEO activity (reprisal) under any program or activity either conducted by the Air Force or receiving federal financial assistance disbursed by the Air Force (**T-0**).

1.4.1.3. Any personnel management policy, procedure, or practice that may result in any advantage in employment or deny equality of opportunity to any group or individual on the basis of race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, disability, genetic information, or prior EEO activity (reprisal) should be corrected or eliminated.

1.4.1.4. The Air Force will provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, unless to do so would cause undue hardship (See **Chapter 8**) (T-0).

**1.5. Air Force Assistant Secretary for Manpower and Reserve Affairs (SAF/MR).** SAF/MR is designated by the Secretary of the Air Force as the Air Force EEO Director, in accordance with 29 Code of Federal Regulations (CFR) Section 1614.102(b) (4), responsible for Air Force EEO policy, to ensure Air Force programs conform to this policy, and to otherwise act for the Secretary in all EEO policy and compliance matters.

**1.6. Air Force Deputy Assistant Secretary for Strategic Diversity Integration (SAF/MRD).** SAF/MRD provides direction, oversight, and guidance for defining, renewing, developing, and sustaining diversity and human capabilities, and enhances mission performance across the Air Force.

**1.7. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1).** AF/A1 ensures adequate resources and training are available to effectively execute the Air Force EO program and that the installation EO programs operate in accordance with EEOC guidelines, federal laws, Executive Orders, and Air Force policy and guidance.

**1.8. Air Force Equal Opportunity Office (AF/A1Q).** AF/A1Q is responsible for strategic-level planning, policy development and oversight of all equal opportunity activities across the Air Force, and exercises overall responsibility for managing the AEP and SEPs and oversight of the Air Force reasonable accommodation policy and Disability Program. AF/A1Q will:

1.8.1. Provide assistance and guidance regarding policy issues to Air Force Personnel Center (AFPC) EO Operations Office, MAJCOM EO strategic advisors, and installation EO offices.

1.8.2. Provide policy oversight of the AEP and SEPs, evaluate their effectiveness, and take corrective action or initiates program improvements, as needed. Develop a formal training plan for Special Emphasis Program Managers (SEPMs), and if necessary, Affirmative Employment Program Managers (AEPMs). A1Q will ensure appropriate initial training for the AEPMs, SEPMs, and members of the Installation Barrier Analysis Working Group (IBAWG) (see section 5.3) is provided.

1.8.2.1. Review and act on requests with respect to the location of the AEP function at the installation level.

1.8.3. Establish SEPs at the headquarters level. The HQ USAF SEPM serves under the supervision of the AF/A1Q Director, Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1), to provide Air Force-wide leadership in affirmative employment planning and implementing the SEPs, including the following duties:

1.8.3.1. Advises other HQ USAF officials who have program responsibility for, or an interest in, matters affecting the employment and the advancement opportunities of all EEO groups.



1.8.3.2. Develops recommendations to enhance personnel processes affecting the recruitment, selection, utilization, training, and advancement opportunities of all EEO groups.

1.8.3.3. Communicates with DoD, OPM, EEOC, and other federal agencies and appropriate organizations on issues concerning the respective SEPs.

1.8.4. Analyzes trend data, identifies problem areas and issues guidance on EO related matters, as well as corrective and preventive actions, as deemed necessary.

1.8.5. Administers the Air Force Barrier Analysis Working Group (AFBAWG) as described in Chapter 5.

1.8.6. Provides guidance to subordinate Air Force activities on the AEP and SEPs and training on reasonable accommodation policy.

1.8.7. Manages programming and implementation of the Headquarters Air Force EO budget.

1.8.8. Attends conferences and hosts professional forums for SEPMs addressing AEP and EO issues and determines Air Force representation at these events.

1.8.9. Reviews requests for SEP exemptions and makes recommendations to SAF/MR for approval or disapproval per requirements outlined in Chapter 4.

1.8.10. Coordinates with Deputy General Counsel for Fiscal and Administrative Law (SAF/GCA) on matters of Air Force policy on EO programs.

**1.9. Civilian Force Management Directorate (AF/A1C).** AF/A1C coordinates with AF/A1Q and AF/A1SR in policy oversight of the AEP.

**1.10. Air Force Personnel Center, Equal Opportunity Operations (AFPC/DP3SA).** AFPC Equal Opportunity is responsible for daily operations of all equal opportunity procedural activities across the Air Force, as well as executing Air Force EO policy, and provides day-to-day management operations, functional expertise, and technical guidance on the AEP and SEPs. AFPC Equal Opportunity will:

1.10.1. Serve as a liaison between AF/A1Q, MAJCOMs, and installations for implementing Air Force AEP and SEP policies (**T-2**).

1.10.2. Maintain and update the Air Force Instruction on the AEP and SEPs (**T-1**).

1.10.3. Respond to installation inquiries relating to the AEP and SEPs (**T-1**). AFPC Equal Opportunity will provide and/or ensure access to available demographic data to the AEP and SEP managers (**T-1**).

1.10.4. Work with appropriate AFPC offices to ensure that the required civilian demographic data is available for the Air Force AEP reports and review for accuracy (**T-2**).

1.10.5. Complete and submit reports to AF/A1Q as required by the Office of Personnel Management (OPM), Equal Employment Opportunity Commission (EEOC), and Department of Defense (DoD) (**T-0**).

1.10.6. Review Air Force Audit Agency, Government Accountability Office (GAO), or other agency reports on the Air Force programs, assist in formulating response to findings, and coordinate on the final response (**T-1**).

- 1.10.7. Coordinate with AF/A1Q and assign AEP and SEP-related congressional and high-level inquiries to the appropriate MAJCOM POC for further processing (T-1).
- 1.10.8. Develop, coordinate, review and update all AEP/SEP objectives, materials, training aides and programs (T-2).
- 1.10.9. Manage Air Force allocations for the Defense Equal Opportunity Management Institute (DEOMI) Disability Program Management and SEPM classes (T-2).
- 1.10.10. In coordination with AF/A1Q, develop and present Air Force specific training during the Disability Program Management and SEPM courses at DEOMI and at other national conferences (T-2).
- 1.10.11. Review installation requests for SEP exemptions and make recommendations to AF/A1Q for approval or disapproval (T-1).
- 1.10.12. Convene and attend conferences and other professional forums that address AEP issues to increase the professional development of Air Force AEP and SEP managers (T-2).
- 1.10.13. As necessary, communicate with the Office of the Under Secretary of Defense for Diversity Management and Equal Opportunity, other Services, and federal agencies regarding the AEP reports and SEPs.

**1.11. Major Command (MAJCOM) Director of Manpower, Personnel and Services (MAJCOM/A1).** The MAJCOM/A1 serves as advisor to the MAJCOM Commander (CC) on AEP and SEP matters.

**1.12. MAJCOM Personnel Programs.** The MAJCOM A1 is responsible for providing advisory services to MAJCOM senior leadership on AEP and SEP matters. The MAJCOM AEP Advisor will:

- 1.12.1. Provide oversight and direction on command-wide issues related to the AEP and SEPs.
- 1.12.2. Respond to congressional and other high-level inquiries IAW AFI 90-401, *Air Force Relations with Congress*, coordinating responses with AFPC Equal Opportunity and AF/A1Q.
- 1.12.3. Coordinate all supplements to AEP/SEP, reasonable accommodations guidance, programs, and procedures through AFPC Equal Opportunity and AF/A1Q.
- 1.12.4. Work with AF/A1Q resource advisor on funding and other resource issues impacting the AEP and SEP.
- 1.12.5. Advise MAJCOM leadership of possible barriers or trends affecting all EEO groups and necessary solutions and/or alternatives.
- 1.12.6. Provide oversight and accountability of the installation barrier analysis.
- 1.12.7. Review installation best practices and forward the most exemplary best practices that represent their command to AFPC Equal Opportunity and AF/A1Q, as requested.
- 1.12.8. Compile and submit quarterly reasonable accommodation tracking data to the AF DPM.

1.12.9. Market, support, and attend, when possible, the DoD and/or Air Force-specific training programs held in conjunction with various national training conferences.

**1.13. Installation Commander.** The installation commander is defined as the commander or other official exercising delegated appointing authority over military and civilian personnel under his or her command or direction. This Installation Commander has overall program responsibility for the AEP and the SEPs for all assigned, serviced and tenant organizations and will:

1.13.1. Provide leadership in establishment and enforcement of policy supporting Air Force AEP efforts (T-2). Commanders will ensure support for the AEP through briefings and policy memorandums (T-2).

1.13.2. Ensure that maximum efforts are made to meet EO objectives, including AEP objectives.

1.13.3. Support EO principles and ensures these principles are a consideration in management decisions (T-2).

1.13.4. Ensure that an installation ad hoc committee, consisting of both military members and civilian employees, is established to plan and conduct ceremonies, where appropriate, to observe nationally proclaimed or other specially designated community activities that particularly affect all EEO groups (T-3).

1.13.5. Provide sufficient resources to support Affirmative Employment and Special Emphasis programs (T-3).

**1.14. Installation Civilian Personnel Section (CPS), AFPC Operating Locations (OL), and Nonappropriated Fund Human Resources Section (NAF-HRS) will:**

1.14.1. Provide technical expertise on personnel matters.

1.14.2. Ensure AEP Manager (AEPM) duties are properly outlined in the standard core document or official personnel document (T-1).

1.14.3. Include an addendum or position description in the electronic Official Personnel Folder for newly appointed SEPMs (See Attachment 8) (T-2).

1.14.4. Coordinate on SEPM outreach efforts and recruiting activities and advise AFPC Equal Opportunity of any newly appointed SEPMs, as appropriate (T-2).

1.14.5. Include AEP and SEP in support and resources planning, as appropriate (T-1).

1.14.6. Establish procedures for hiring individuals with disabilities, including those with targeted disabilities (T-1).

1.14.7. Encourage managers and supervisors to use the noncompetitive Schedule A, 5 Code of Federal Regulations (CFR) 213.3102(u) appointing authority to hire qualified individuals with severe disabilities and use the Noncompetitive Appointment of Thirty Percent (30%) or More Compensable Veterans' appointing authority to hire qualified compensable veterans. (Note: There is no mandatory placement of persons with targeted disabilities using the Schedule A, 5 CFR 213.3102(u) appointing authority or wounded warriors) (T-2).

1.14.8. CPS, AFPC/OLs and NAF-HRS will work with the installation EO office, and other applicable office ( e.g. Diversity, SJA), in areas of mutual concern (T-3).

1.14.9. When necessary, initiate and prepare exemption for a particular SEP (see [Chapter 4](#)) (T-1).

1.14.10. On some installations, AFPC/OLs will work with the CPS in executing the above responsibilities.

**1.15. Installation Equal Opportunity (EO) Director.** The installation EO director is responsible for administering the installation commander's EO program in accordance with applicable laws, statutes, directives, instructions and guidance. If the AEPM and/or SEPM are under the auspices of the EO director/EO Office, see additional responsibilities as outlined in 1.14.

1.15.1. The installation EEO director will maintain an effective working relationship with the servicing SJA, CPS, and NAF-HRS to ensure areas of mutual concern are addressed; legal and regulatory requirements are administered (T-1).

**1.16. Supervisors and Managers.** Managers and supervisors at all organizational levels (HQ, MAJCOM, AFPC, and installation) will:

1.16.1. Ensure that all employees and applicants for employment are treated in a manner free of discrimination in all aspects of the employment relationship (T-3).

1.16.2. Consider the use of the noncompetitive Schedule A, 5 CFR 213.3102(u) appointing authority to hire individuals with severe physical disabilities, intellectual and psychiatric disabilities, and use the Noncompetitive Appointment of 30% or More Compensable Veteran's to hire qualified compensable veterans as appropriate (T-3).

1.16.3. Maintain awareness of and comply with the intent and requirements of the AF AEP, as well as the respective installation level AEP goals and objectives (T-2).

1.16.4. Ensure that EEO principles are considered in employment decisions such as promotions, reassignments, training, awards, and other personnel management actions (T-1).

1.16.5. Encourage employees to serve as collateral duty SEPMs (T-2).

1.16.6. Support and participate in community activities, meetings, workshops, conferences, and job fairs that emphasize the employment of all EEO groups, to the extent possible/practical (T-2).

1.16.7. Integrate and evaluate processes to ensure fair and equitable treatment of personnel in organization operations and strategic plans (T-1).

1.16.8. Circulate appropriate policy statements regarding the AEP and SEP (T-1).

**1.17. Air Force Personnel Center, Directorate of Personnel Programs, (AFPC/DP3).** AFPC/DP3 formulates, coordinates, and executes the force shaping and force development needs for Air Force civilian employees (for NAF employees this function is performed by AFSVX) (T-1). Their review and direction is centered in the Career Field Teams (CFTs) that support separate Air Force career fields. AFPC/DP3 will:

1.17.1. Ensure that force shaping and force development policy demonstrates a firm commitment to equal opportunity for all applicants for employment (T-1).

1.17.2. Ensure that extensive recruitment efforts are in accordance with AEP and federal equal opportunity objectives for setting up candidate pools from which to fill top-level professional and managerial positions **(T-2)**.

1.17.3. Ensure that Pathways recruitment activities for the career workforce renewal recruiting programs are scheduled for locations that increase the size of the recruiting pool for jobs for which AF has identified a shortage of particular EEO groups, by occupation or career field **(T-2)**.

1.17.4. Participate in job fairs and informational presentations at conferences, workshops, and seminars sponsored by organizations that enhance the employment of all EEO groups by occupation or career field **(T-2)**.

1.17.5. Ensure that advertisements and marketing include the use of publications and other media sources that attract individuals in all EEO groups by occupation or career field **(T-1)**.

1.17.6. Track and report the recruitment and selection of individuals in all EEO groups **(T-1)**.

1.17.7. Ensure that Air Force-wide demographic data is provided to the Talent Acquisitions and career field teams, and that the same information is provided to the AFBAWG and AEPM on a quarterly basis **(T-2)**.

1.17.8. Develop targeted recruitment strategies to ensure AF mission needs are met and that recruiting activities yield highly diverse candidate pools, this includes establishing procedures for hiring individuals with disabilities and those with targeted disabilities **(T-2)** Talent Acquisitions will conduct outreach analysis to ensure branding, marketing messaging is designed to reach maximum focal points.

1.17.9. Support DoD and Air Force AEP and EO program objectives and initiatives through diversity-conscious recruiting **(T-2)**.

1.17.10. Promote the success of the program by reviewing relevant data and information and ensuring appropriate action is taken **(T-1)**.

1.17.11. Provide to AFPC Equal Opportunity and AF/A1Q information and data necessary for completing reports required in Chapter 6 **(T-1)**.

**1.18. Systems Support (AFPC/DS).** AFPC/DS will provide AFPC Equal Opportunity and AF/A1Q data support necessary for completing reports required in Chapter 6 **(T-1)**.

**1.19. Defense Equal Opportunity Management Institute (DEOMI).**

1.19.1. The DEOMI mission is to enhance leadership and readiness by fostering military and civilian EO programs and positive human relations through world-class education, training, and research. It offers military and civilian EO education and training for military Active Duty (RegAF), Guard and Reserve, as well as civilians, in both resident and non-resident courses. Relevant course descriptions are found in Attachment 7.

**1.20. Air Force General Counsel (SAF/GC).** The General Counsel advises the Secretary of the Air Force in all matters covered by this Instruction. In carrying out this responsibility, SAF/GC provides legal advice and counsel to SAF/MR and AF/A1 in legal matters relating to reasonable accommodation and to the affirmative employment and special emphasis programs.

The Deputy General Counsel for Fiscal and Administrative Law (SAF/GCA) is the Office of Primary Responsibility (OPR) for providing GC legal support as described herein.

**1.21. Labor Law Field Support Center (LLFSC)**— The office within the General Litigation Division of the Air Force Legal Operations Agency that is responsible for providing legal services to installations and commanders in civilian labor and employment disputes. The LLFSC coordinates base-level legal services with the installation Staff Judge Advocate.

## CHAPTER 2

### AFFIRMATIVE EMPLOYMENT PROGRAM (AEP)

**2.1. Functional Location of the AEP.** The primary responsibility for policy oversight for the Air Force AEP rests with AF/A1Q; coordinating responsibility for AEP policy oversight rests with AF/A1C. The AEP function is aligned with the organization responsible for civilian personnel policies and programs at the MAJCOM level and in AF/A1Q at the Headquarters Air Force level. Although the recruitment mechanisms for achieving AEP objectives are primarily located within AFPC, the responsibility for accomplishment of program objectives rests with Air Force management.

2.1.1. The AEP function and AEP Manager are organizationally located/functionally aligned in the Civilian Personnel Section (CPS), at the installation level, unless delegated to the EO office by the installation commander. In all cases, the AEP and EO programs must be handled separately and distinctly, e.g. the AEPM cannot be an EO Specialist or EO collateral duty counselor. Per EEOC Management Directive 110, August 2015, in order for the EEO complaint program to impartially carry out its responsibility to identify and eliminate discriminatory practices/policies, the agency's personnel function must be kept separate from the EEO complaint process. The AEP program must function IAW this AFI and other regulatory guidance and be resourced with appropriately qualified personnel and funding. Installation commanders aligning the AEP to the EO office must provide written notification to AF/A1Q, to include the AEPM contact information for that location **(T-1)**.

**2.2. Responsibilities of the Installation AEPM.** The installation AEPM will:

2.2.1. Develop procedures, implement, and manage the installation's AEP and the six SEPs identified in Chapter 3. Provide program management for special observances (IAW 3.19) **(T-2)**. The installation AEPM will work with appropriate offices, including the CPS and NAF-HRS, the EO Office, and the Integrated Delivery System (IDS) to advise the commander, managers, and supervisors on the proactive steps being taken to ensure EEO for all employees and applicants for employment, by regularly evaluating employment practices to identify and eliminate barriers that hamper the advancement of any individual on the basis of race, color, religion, sex (including pregnancy), national origin, age, disability, genetic information, or reprisal as appropriate **(T-2)**.

2.2.2. Develop and evaluate the AEP and SEP goals and objectives for strategic planning and long-range implementation **(T-1)**.

2.2.3. In conjunction with the SEPMS, CPS, EO and NAF-HRS staff members and functional managers, serve as the responsible official in preparation of the MD-715 report as required in 6.3., the installation AEPP and best practices **(T-3)**.

2.2.4. Conduct comprehensive analysis of affirmative employment efforts to include workforce composition, outreach recruiting, employment, internal advancement, performance, employee development, discipline, and awards/recognition **(T-1)**.

2.2.5. Serve as the Installation Barrier Analysis Working Group (IBAWG) chairperson as required by Chapter 5. The installation AEPM will advise management officials of triggers or barriers identified and provide recommendations on corrective actions **(T-1)**.

2.2.6. Prepare and present briefings in both informal and formal settings to senior leadership and other management personnel (see 6.4.1.) (T-1).

2.2.7. Provide advice, technical oversight and guidance to all SEPMs and input to the SEPMs supervisor on the execution of the SEPM duties (T-2).

2.2.8. Recommend whether SEPM(s) should be appointed on a full-time or collateral duty basis which constitutes at least 20 percent of assigned duty time. The installation AEPM will ensure size and composition of the workforce is factored into the decision if SEPMs are full time or collateral duty (T-2).

2.2.9. If a SEP appointment is designated as a collateral duty, ensure that the supervisor or an appropriate management official endorses and approves the assignment of collateral duties (T-2).

2.2.10. Forward recommended SEPM selectees to the installation commander for appointment (T-2).

2.2.11. In coordination with each SEPM, develop annual SEP objectives and a plan to accomplish those objectives, including required training for the SEPM, specific activities and target dates, resources required, and criteria for evaluating program achievements (T-2).

2.2.12. Use various installation media to distribute AEP and SEP information, i.e., requirements, duties, and responsibilities, and to promote workplace best practices (T-2).

2.2.13. Establish contact and host meetings, periodically, with relevant community groups to discuss AEP and SEP issues, as appropriate, and maintain constructive relationships (T-2).

### **2.3. Initial and Recurring Training for the AEPM.**

2.3.1. Newly assigned AEPMs will attend the DEOMI SEPM course and will have the option to attend the Disability Program Management course (T-2).

2.3.1.1. If a newly assigned AEPM has attended the DEOMI Disability Program Management and SEPM training in the past five years, this requirement can be waived.

2.3.2. It is highly recommended that AEPMs attend other courses and types of training designed to expand their expertise in AEP and SEP concepts and enhance their performance as AEPMs.

**2.4. Publicity Requirements for the AEP.** The AEPM will ensure the information listed below is accessible to all employees and is permanently posted on official bulletin boards, electronic or free standing.

2.4.1. Appropriate local directives including the commander's supplemental policy guidance and those portions of the AEP objectives which state the program objectives of the installation or organization (T-2).

2.4.2. The names, organizational assignments, and duty telephone numbers of the SEPMs and the designated installation official responsible for the AEPM and SEPMs (T-2). The installation AEPM must ensure this information is kept current and provided to the appropriate MAJCOM AEP/SEP POC(s) and AFPC Equal Opportunity (T-2).

2.4.3. The location and contact point where additional AEP materials and this Instruction may be reviewed (T-2).



## **2.5. EEO Complaints.**

2.5.1. To avoid a conflict of interest, AEPMs will not serve as EO Specialists or EO collateral duty counselors and are not permitted to have direct involvement with the processing of complaints (see also 2.1.1.) **(T-1)**

2.5.2. AEPMs will maintain some awareness of bases and issues of discrimination claims because such awareness can pinpoint possible program deficiencies which can be corrected to eliminate underlying causes of complaints **(T-1)**.

2.5.3. In the event that an individual contacts the AEPM regarding a possible complaint of discrimination, the AEPM will immediately refer the individual to the EO office **(T-1)**.

## CHAPTER 3

### SPECIAL EMPHASIS PROGRAMS (SEPS)

**3.1. Authorization for the SEPs.** The SEPs are authorized by federal regulation, 29 CFR 1614.102(b)(4), EEOC MD 110, and by DoD Directive 1440.1., *The DoD Civilian Equal Employment Opportunity (EEO) Program*.

**3.2. Establishment of the SEPs.** This Instruction further authorizes the establishment of the following six SEPs: Federal Women's Program (FWP), Hispanic Employment Program (HEP), Individuals with Disabilities (IwDs), Black Employment Program (BEP), Asian American/Pacific Islander Employment Program (AAEP), and the American Indian/Alaska Native Employment Program (AIEP). Although the outreach and recruitment mechanisms for achieving SEP objectives are primarily within the civilian personnel function, the responsibility for accomplishment of program objectives will rest with Air Force management (T-1).

**3.3. Goals and Objectives.** The AEPM will ensure the goals and objectives of the SEPs are appropriately integrated into all aspects of the installation's AEP initiatives (T-2).

**3.4. Functional Location of the SEPs.** The SEP is aligned under the AEPM (T-2).

3.4.1. The SEPMs may be located in an office other than the CPS (i.e., Civil Engineering) as long as the SEP and SEPMs are functioning IAW this AFI (T-2).

**3.5. Appointing the Installation SEPMs.**

3.5.1. SEPMs are designated to enhance employment and advancement opportunities for specific EEO group members; therefore, they can and should play an important role in AEP and EO efforts. The appointment of the SEPM is vital to the success of the program and should be accomplished based on appropriate criteria related to the performance of the duties (see Section 3E). Employees may be the SEPM for any group for which they meet the requirements and possess the necessary knowledge, skills and abilities as outlined below. It is not a requirement to belong to the SEP group one represents (i.e. an employee does not have to have a disability to be the DPM) nor be assigned to Civilian Personnel.

3.5.2. Considering such factors as organizational level, size, and composition of the workforce, SEPMs may either volunteer or be assigned as full-time or collateral duty appointments. AEPMs should solicit from the base populace for volunteers. SEPM duties constitute 20 to 24 percent of the assigned duties of the incumbent, when the appointment is collateral. SEPMs may be military members, as well as civilian employees. Military members will document their participation as a SEPM consistent with how other "additional duties" are captured for military members (e.g. in EPR, etc.).

3.5.3. Installations are encouraged to establish a full-time Disability Program Manager (DPM) position due to the lack of representation of individuals with disabilities, in particular, individuals with targeted disabilities, in the federal workforce. The DPM may have other SEPM responsibilities (e.g., FWP or BEP).

3.5.4. A selection procedure should be established by the AEPM for selecting SEPMs. The process is designed to ensure fairness and to evaluate selectees' knowledge and skills necessary for the position. Individuals selected should:

- 3.5.4.1. Have good managerial and organization skills.
- 3.5.4.2. Be familiar with the basic principles of civilian personnel management.
- 3.5.4.3. Be able to identify and work to resolve problems that affect the hiring, advancement, training, treatment, and recognition of individuals on the basis of race, sex, national origin, or disability.
- 3.5.4.4. Understand the causes and effects of discrimination.
- 3.5.4.5. Function at a level that is sufficiently responsible within the assigned organization to enable them to communicate effectively the goals and objectives of the program, and obtain the understanding, support, and commitment of managers and other officials at all levels within the organization.

### **3.6. SEPMs will:**

3.6.1. Be officially appointed at each installation to serve as the subject matter expert on various issues affecting barriers to employment based on race, color, religion, sex (including pregnancy), national origin, age, disability, genetic information, or reprisal (See Attachment 2 for Sample Appointment Letter) **(T-1)**. The overall duty of the installation SEPM will be to assist managers and supervisors in maintaining a high level of program awareness, provide them with proper advice to ensure compliance with the law and provide assistance in carrying out their AEP and EEO responsibilities **(T-1)**.

3.6.1.2. Receive technical program direction from the AEP manager **(T-2)**.

3.6.1.3. Devote 20-24 percent of their regular duty time for SEPM collateral duties **(T-2)**.

3.6.1.4. If the SEPM is assigned as a collateral duty, the AEP manager will ensure that:

3.6.2. The SEPM and the supervisor are in agreement regarding the SEP duties, the work arrangement, and the time to spend on the collateral duties. Regardless of personal qualifications, individuals who cannot be readily available to perform SEPM duties should not be selected.

3.6.3. SEPMs are appointed for no less than two years, with some exceptions (e.g. military members who change assignments before the two year period ends) **(T-2)**.

3.6.4. SEPMs should manage no more than two SEPs **(T-3)**.

3.6.5. Once selected, the collateral SEPM should be provided with managerial and supervisory support in the performance of those duties and allowed a maximum of 24 percent of his/her duty time to perform them, regardless of the number of SEPs he/she manages **(T-2)**.

3.6.6. SEPM duties are documented in the employee's official core personnel document and coded as part of the employee's current position **(T-1)**. SEPM must maintain acceptable performance in non-SEPM duties **(T-3)**. Unsatisfactory performance will result in discharge from the SEPM duties and may result in corrective action in accordance with AFI-36-1001 **(T-2)**.

3.6.6.1. An addendum to the employee's official core personnel document will be used to document SEPM collateral duties. The employee's supervisor, employee, and the

AEPM will sign and date the addendum to ensure all parties are in agreement (See Attachment 8).

3.6.7. The AEPM should provide input to the SEPM's supervisor regarding the performance of the SEPM duties.

**3.7. Appointing the Federal Women's Program Manager (FWPM).** In addition to the guidelines in 3.5 *Appointing the Installation SEPMs*, the FWPM should:

3.7.1. Be familiar with the employment needs and barriers of women as they relate to federal employment policies, practices, and related initiatives.

3.7.2. Be able to advise management on the status, progress and concerns of women in the installation.

**3.8. Appointing the Hispanic Employment Program Manager (HEPM).** In addition to the guidelines in 3.5 *Appointing the Installation SEPMs*, the HEPM should:

3.8.1. Have knowledge of the Hispanic culture by experience or education and be able to relate and communicate with Hispanic individuals and leaders of national and local organizations and groups.

3.8.2. Be able to assist, as necessary, candidates or employees, particularly when English is their second language. Proficiency in the Spanish language is not a requirement of the position.

**3.9. Appointing the Disability Program Manager (DPM).** In addition to the guidelines in 3.5 *Appointing the Installation SEPMs*, the DPM should:

3.9.1. Be familiar with federal laws, regulations, and policies that protect individuals with disabilities from discrimination in all employment practices and procedures.

3.9.2. Be familiar with special appointing authorities available to hire individuals with disabilities (including Schedule A, 5 CFR 213.3102(u)).

3.9.3. Be familiar with reasonable accommodation obligations and procedures.

3.9.4. Be able to, assist as necessary, candidates or employees, and advise managers regarding reasonable accommodations.

**3.10. Appointing the Black Employment Program Manager (BEPM).** In addition to the guidelines in 3.5 *Appointing the Installation SEPMs*, the BEPM should:

3.10.1. Have knowledge of the Black/African American culture by experience or education and be able to relate to and communicate with Black/African American individuals and leaders of national and local organizations and groups.

**3.11. Appointing the Asian American/Pacific Islander Employment Program Manager (AAEPM) (T-2).** In addition to the guidelines in 3.5 *Appointing the Installation SEPMs*, the AAEPM should:

3.11.1. Have knowledge of the Asian American/Pacific Islander culture by experience or education and be able to relate to and communicate with Asian American/Pacific Islanders and leaders of national and local organizations and groups.

**3.12. American Indian/Alaska Native Employment Program Manager (AIEPM).** In addition to the guidelines in 3.5—*Appointing the Installation SEPMs*, the AIEPM should:

3.12.1. Have knowledge of the American Indian/Alaska Native culture by experience or education and be able to relate to and communicate with American Indian/Alaska Natives and leaders of national and local organizations and groups.

**3.13. Training.**

3.13.1. In order to be effective, formal training for newly appointed SEPMs should be arranged immediately upon selection. SEPMs will attend the one-week SEPM class conducted by DEOMI, in order to obtain knowledge and skills to serve effectively as SEPMs (**T-2**). DPMs will attend the DEOMI Disability Program Management course (**T-2**). Note: These courses are typically centrally funded.

3.13.2. Other training can be provided through formal classroom instruction and/or on-the-job exposure to HR and EO operations. Both the AIEPM and regular supervisors should participate in establishing plans for the SEPMs to ensure all job requirements are met.

3.13.3. Various conferences (local, regional, and national) provide additional training sources and are often sponsored by affinity groups and organizations. If funding is available and the training is job related, attendance at these conferences is locally/unit funded. Membership in these organizations is at the SEPMs discretion and usually includes subscriptions to the organization's periodic publication that provide up-to-date information on current programs, issues, and concerns. Organization membership fees are paid by the SEPM, not the agency.

3.13.4. The DoD holds an employment forum during some national conferences. These forums provide valuable information on civilian personnel issues; information on the status of all EEO groups and changes in policies and procedures. Attendees are provided a unique opportunity to hear perspectives from senior level DoD officials and policy makers, receive information on national legislative issues affecting DoD employees, and learn of model programs and key initiatives.

**3.14. SEPM Responsibilities.** The following responsibilities apply to all collateral duty and full time SEPMs. The list is neither all-inclusive nor presented in any order of priority. However, it represents duties typically performed by SEPMs. The priority and emphasis given varies depending on local needs and the availability of resources and time. The SEPM will:

3.14.1. In full collaboration with the AIEPM, assist in the development of affirmative employment initiatives, in conjunction with SEP initiatives, e.g., outreach and/or recruitment plans and retention initiatives (**T-2**).

3.14.2. Annually, obtain demographic data tables from AFPC Equal Opportunity, by using Business Objects, or working with CPS or other offices. In collaboration with the AIEPM, analyze the statistical data on the composition of the entire civilian workforce, Appropriated Fund (APF) and NAF by organization, occupational categories, grade, or grade level groupings, disability, sex, national origin, and race in order to identify trends, triggers or a combination of factors that adversely affect employment opportunities (**T-2**).

3.14.3. Stay abreast of career information and promote participation in management, leadership, career development and mentoring programs to maximize opportunities.

Emphasize career enhancing opportunities such as details, developmental assignments and cross training **(T-3)**.

3.14.4. Participate in outreach and recruiting activities and market career employment opportunities in the community to the extent possible **(T-3)**.

3.14.5. Participate in and support community relations activities, meetings, national conferences, and job fairs relevant to your respective EEO group, to the extent possible and practical **(T-3)**.

3.14.6. Strive to achieve one best practice per year and submit the best practice to the AEPM for use in installation and/or Air Force AEP reports **(T-3)**.

3.14.7. Prepare and present briefings/presentations on specific issues and/or initiatives related to all EEO groups as needed **(T-2)**.

3.14.8. Serve as a member of the IBAWG and other committees as appropriate and necessary **(T-2)**.

3.14.9. Publicize accomplishments or information regarding the particular SEP objectives through various types of media and following public affairs requirements **(T-3)**.

3.14.10. Participate in an annual training class, program, or conference related to your respective SEP **(T-3)**.

3.14.11. Prepare an after action report on training or conference participation and provide to the AEPM and installation commander **(T-3)**.

3.14.12. Develop and conduct installation training and/or share the training or conference information with other SEPMs, SEP committee members, and interested installation personnel **(T-2)**.

3.14.13. Establish a SEP Committee, serving as Chair or technical advisor to the Committee (see 3.16.1.)

3.14.14. Serve as an ad hoc committee member or advisor to special observance committees. (This is recommended, but not mandatory for the SEPM, see section 3.19.)

3.14.15. Additional Responsibilities. In addition to the responsibilities listed above, full time SEPMs should also be responsible for the following regarding their respective SEPs:

3.14.15.1. Participate in the development of the AEP budget to ensure consideration of the SEP objectives.

3.14.15.2. Assist in identifying sources likely to provide qualified applicants.

3.14.15.3. In full coordination with the CPS, NAF-HRS, or AFPC:

3.14.15.3.1. Assist in efforts to attract and recruit qualified EEO groups to apply for the Air Force intern programs, e.g., PALACE Acquire and COPPER CAP intern programs and Pathways. (Note: These programs are centrally managed by AFPC/DP3D).

3.14.15.3.2. Initiate dialogue and establish working relationships with colleges and universities that have a diverse enrollment including students with disabilities.

3.14.15.3.2.1. Contacts should include placement directors, faculty members, and

student organizations on campus, particularly those colleges and universities that graduate individuals with degrees that meet Air Force, installation or job needs.

3.14.15.4. Monitor and evaluate the effectiveness of the particular SEP on a regular basis. Provide information and/or feedback as requested or required by higher echelons.

3.14.15.5. Represent the commander at local and national meetings and conferences that are beneficial to the Air Force and support the AF EO and AEP policies and local AEPP, to the extent possible and practical.

**3.15. Duties of the Disability Program Manager (DPM).** In addition to the responsibilities outlined in paragraph 3.9 and Section 3.14, the DPM will perform the following duties. The priority and emphasis given varies depending on local needs.

3.15.1. Assist in the development of outreach and/or recruiting plans, initiatives, or events ensuring the parties involved in the outreach, recruiting, and hiring process understand their obligations and etiquette as they pertain to individuals with disabilities **(T-2)**.

3.15.2. The DPM will have knowledge of the following special hiring authorities, programs, and associated duties **(T-2)**:

3.15.2.1. Schedule A, 5 CFR 213.3102(u) appointing authority to hire persons with intellectual disabilities, severe physical disabilities, or psychiatric disabilities.

3.15.2.1.1. The DPM will develop specific goals, objectives, and strategies for implementation of the Air Force Plan for Employment of Individuals with disabilities **(T-2)**.

3.15.2.1.2. The DPM will collaborate with the CPS to consider qualified applicants for job opportunities (Note: There is no mandatory placement of persons with targeted disabilities using this authority) **(T-2)**.

3.15.2.1.3. Noncompetitive Appointment of 30% or More Compensable Veterans.

3.15.2.2. Workforce Recruitment Program (WRP) for College Students and Recent Graduates with Disabilities.

3.15.2.2.1. The DPM will collaborate with the CPS to promote the program and assist WRP participants with housing, reasonable accommodations and other special needs **(T-2)**.

3.15.2.2.2. Encourage hiring managers to place qualified WRP students in permanent positions.

3.15.3. Develop a thorough understanding of the reasonable accommodation procedures and the importance of referring individuals with disabilities who are seeking reasonable accommodation to the proper official(s) in a timely manner (See Chapter 8 of this Instruction) **(T-1)**.

3.15.3.1. The DPM will assist in the reasonable accommodation interactive process **(T-1)**.

3.15.4. Encourage the use of job accommodation resources available to both managers and employees, i.e., the DoD's Computer/Electronic Accommodation Program (CAP), and the Department of Labor's Job Accommodation Network (JAN).

- 3.15.5. Participate in targeted outreach and/or recruiting activities, e.g., job fairs, and provide assistance and counseling to applicants with disabilities **(T-2)**.
- 3.15.6. Develop programs to train supervisors and managers to understand their full range of responsibilities regarding individuals with disabilities, to include reasonable accommodation and special needs **(T-1)**.
- 3.15.7. Encourage the placement of employees with disabilities to serve as members or advisors on various boards and committees internal and external to the installation, to the extent practicable.
- 3.15.8. Work with the directors of engineering and housing to **(T-12)**:
- 3.15.8.1. Obtain input regarding removal of architectural barriers for inclusion in the AEP reports **(T-1)**.
  - 3.15.8.2. Assist with studies or surveys to identify the architectural barriers that impede employees and applicants with disabilities **(T-2)**.
  - 3.15.8.3. Work with CE to establish plans and recommend priorities for removal of architectural barriers **(T-1)**.
- 3.15.9. Conduct periodic assessments and make recommendations regarding employment programs, outreach strategies, and internal and external programs for individuals with disabilities **(T-2)**.
- 3.15.10. Develop and support a local Disability Employee Resource Group **(T-2)**.
- 3.15.11. Work closely with the other installation SEPMs on issues and problems related to employees and applicants with disabilities.

### **3.16. SEP Committees.**

- 3.16.1. Each designated SEPM will establish a committee to assist and support the individual SEPM, i.e. **(T-3)**:
- 3.16.1.1. Federal Women's Program Committee.
  - 3.16.1.2. Hispanic Employment Program Committee.
  - 3.16.1.3. Individuals with Disabilities Committee.
  - 3.16.1.4. Black Employment Program Committee.
  - 3.16.1.5. Asian American/Pacific Islander Employment Program Committee.
  - 3.16.1.6. American Indian/Alaska Native Employment Program Committee.
- 3.16.2. The SEPM will serve as the chairperson or technical advisor **(T-3)**.
- 3.16.3. The committee will serve as a working group. Committee members should be appointed through their supervisory chain of command (immediate supervisor or higher) for a period of two years, recommended, but not less than one year. The committee will be a cross section of the workforce and, to the extent possible, should be diverse based on organization, occupation, grade, age, gender, disability, race, national origin, and military or civilian status **(T-3)**.



3.16.4. Committee members will serve as organizational liaisons, providing information about the concerns and needs of specific EEO group members in their respective organizations and presenting ideas and/or concerns from the organization to the appropriate committee (T-3).

3.16.5. Individuals responsible for facility engineering, personnel, EO, and budget or procurement functions will participate in the IWD committee deliberations, as appropriate, to assure consideration of their respective responsibilities in procedural and policy determinations. Others who should participate are the safety office and the legal staff representative (T-3).

3.16.6. Programs sponsored by the SEP committee will focus on identification and removal of barriers to advancement and career development based on race, sex, national origin, or disability.

3.16.6.1. The SEP committee should establish a Special Emphasis Program Resource Allocation Plan (SEPRAP) designed to assist SEPMs in outlining the amount of time, money and other resources needed to identify program needs and conduct SEP related activities and events (T-3). SEPMs provide estimated total number of hours required, costs, and other pertinent information such as: program objectives, responsible officials and target dates. It is suggested to include non-monetary requirements as well (e.g., number of work/staff hours required to plan, execute event). SEPMs should be able to support the need for the requested funding by explaining the value to and impact of the activities on the installation and its mission. SEPRAPs should be approved by the official allocating the funds (or budget manager) and the AEPM prior to the implementation of the planned activities. SEPRAPs are a tool for SEPMs, but not a requirement (See sample formats – Attachments 9 & 10).

3.16.7. The committee will be established officially by appropriate memorandum and have documented objectives in the appropriate office (T-3). Meetings will be scheduled on a regular basis and conducted according to established agenda. Committee recommendations will be presented to the AEP manager. Minutes of the meetings should be maintained for the record and distributed, as appropriate.

### **3.17. SEPM Responsibilities Regarding EEO Complaints.**

3.17.1. To avoid a conflict of interest, SEPMs will not serve as collateral duty EEO counselors or have direct involvement in the processing of EEO complaints (cannot be EO Specialists)(T-2).

3.17.2. SEPMs will maintain awareness of the bases (i.e. race, age, disability, etc.) and issues of discrimination complaints because such awareness can pinpoint possible program deficiencies which can be corrected to eliminate underlying causes of complaints (T-2).

3.17.3. If an individual contacts a SEPM regarding an allegation of discrimination, the SEPM will immediately refer the individual to the local EO Office (T-1).

**3.18. Special Observances.** Special observances are designed to recognize a particular culture or group for their accomplishments and/or contributions to the Air Force. Special observances are conducted to enhance cross-cultural awareness as they promote and celebrate the significance of diversity among all military members and civilian employees. These observances recognize

the achievements made by members of specific racial, religious, ethnic, and gender groups in our society; as well as, promote mutual respect, understanding, teamwork, harmony, pride and esprit de corps among all groups. Participation in special observance programs is voluntary. These programs are designed to educate the workforce and combat stereotypical behaviors. Additionally, these activities are an extension of human relations education objectives for maintaining a healthy human relations climate. Active command support and leadership along with thorough planning are key fundamentals for success of the program. **Note:** Diversity Day activities must be approved by the Installation commander and will not take place in lieu of those special observance months mandated/proclaimed by the President of the United States (**T-2**). Special observances should be conducted as installation-wide activities, planned by an ad hoc committee composed of military members and civilian employees and meet observance objectives and applicable requirements.

3.18.1. **Installation Commander.** Senior installation leadership support is key to a successful special observance program.

3.18.2. The installation commander has the authority to establish ad hoc committees to develop awareness programs for each observance.

3.18.3. In the event a special observance committee is not in place, the installation commander should appoint a voluntary working group made up of military members and civilian employees to plan relevant activities for an observance. The group composition may include designated special emphasis program managers, chairpersons of chartered ethnic heritage clubs/committees and representatives from staff agencies that normally participate in the planning process. Commanders may engage employee resource groups or other base affiliated groups to participate in observance planning.

3.18.4. The installation commander or designee must approve administrative execution of special observance programs (**T-2**). Adequate funding for observance events is an essential element in the success or failure of the programs.

3.18.4.1. Any special observances, including heritage or history months, that are not previously approved by law, executive order, DoD or AF policy, will require approval at Headquarters Air Force level (**T-3**). A current listing of approved special observances may be found on the DEOMI website at [deomi.org](http://deomi.org).

3.18.4.1.1. Requests for a new special observance, as described in paragraph 3.18.4.1. above, must first be endorsed by the local commander or designee and include concurrence at the major command level or equivalent.

3.18.4.1.2. Requests for a new special observance will be staffed (through the chain of command) to AF/A1Q, who will forward the request, with a recommendation to approve or disapprove, through the chain of command to AF/A1. Part of this process will include AF/A1Q notifying the applicable program office in DoD.

3.18.5. Budgetary restrictions must be considered when planning events. EO program funds cannot be utilized to finance special observance events. The installation commander will determine the amount of installation funds to be allocated specifically towards special observances (T-2). See AFI 65-601, Volume 1, Budget Guidance and Procedures, Section K, paragraph 4.26.1. Fundraising in an official capacity or on duty time by Air Force personnel to supplement / augment the allocated official funds is not permitted. Where a

non-Federal entity or private organization expresses an interest (unsolicited by Air Force personnel) in supporting an official event, co-sponsorship pursuant to Section 3-206 of DoD 5500.7-R, Joint Ethics Regulation, or a gift to the Air Force (pursuant to AFI 51-601) may be permissible. These groups may also offer to host an event for the Air Force. The servicing legal office should be contacted for advice and assistance in exploring these options. Fundraising by these groups to raise funds for their contributions toward these events must be unofficial and comply with AFI 36-3101, Fundraising within the Air Force, and other fundraising guidance and policies. See also, DOD 5500.7-R, Joint Ethics Regulation, and AFI 36-3101, Fundraising within the Air Force. The installation CC must ensure all budgetary requirements meets applicable guidelines (T-3).

3.18.6. The AEPM is responsible for program management, but not for special observance event planning. The AEPM obtains the special observance themes and also ensures special observance chairpersons coordinate all packages and requests through the commander's designated POC prior to installation commander approval. The AEPM will ensure all speaking points, articles, and related materials are vetted through PA and approved by the installation commander or designee (T-2).

3.18.7. The AEPM will maintain a copy of continuity folders for each special observance committee (T-2). The purpose is to provide information for future observances (e.g., copies of calendar of events, flyers, staff summary sheet, programs, etc.).

3.18.8. AEPMs/SEPMs will not serve as chairpersons of special observance planning committees (T-2). AEPMs/SEPMs serve as advisors and can participate as members of the installation special observance committees.

3.18.8.1. Special observances will not be sponsored by AEPMs/SEPMs (T-2). Activities such as fashion shows, luncheons, sporting events, dances, food tastings, and essay contests are not normally appropriate AEP/SEP initiatives.

3.18.8.2. In those instances where an AEPM/SEPM may have involvement with the special observance, the activity will be an extension of AEP/SEP (employment related) or EEO education and training objectives (T-2).

3.18.8.3. AEPMs/SEPMs should not conduct fund-raising activities. Generally, if official funds cannot be used for an activity, the activity is not appropriate under the auspices of the AEP/SEP.

**3.19. Ad Hoc Committees.** AEPMs/SEPMs may serve on an ad hoc committee as a member or as an advisor (T-2). Advisory duties include:

3.19.1. Attending committee meetings, as required.

3.19.2. Providing guidance on appropriateness of the types of events/activities held.

3.19.3. Reviewing and coordinating on all required publicity (e.g. articles, programs, advertisements, etc.).

3.19.4. Providing committee(s) with continuity binders/books.

3.19.5. Advising committee(s) on budgetary limits.

3.19.6. Reviewing all correspondence prior to the start of the official coordination process.

**3.20. Special Observance Committee Chairpersons.** The committee chairperson or private organization will coordinate with the AEPM for guidance to ensure proper planning of events (T-2). Chairperson responsibilities include:

- 3.20.1. Soliciting a diverse group of Federal employee volunteers to assist with planning and executing observance events.
- 3.20.2. Preparing and coordinating all official correspondence.
- 3.20.3. Notifying the installation commander of proposed dates/events where attendance is requested at least 30 days in advance.
- 3.20.4. Coordinating with Public Affairs, Security Forces, Chaplain, SJA, FM and Protocol offices as appropriate.

## CHAPTER 4

### EXEMPTIONS FOR SPECIAL EMPHASIS PROGRAMS (SEPS)

**4.1. Authorization.** The DoD Directive 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Programs*, authorizes agency heads to grant exemptions for establishing particular SEPs.

4.1.1. Approving Authority. The approving authority for granting waivers for establishing SEPs for the Department of Air Force is SAF/MR.

#### **4.2. Situation.**

4.2.1. An installation may be geographically located in an area where a particular EEO group is not demographically represented resulting in no feeder group for outreach and recruiting. In this unique situation, an installation may request an exemption.

4.2.2. Installations with 499 or less APF and NAF civilian employees may determine an exemption request is appropriate or necessary.

#### **4.3. Preparing a Request for Waiver/Exemption.**

4.3.1. The process for requesting a waiver for this requirement is found in AFI 33-360, 1.9.5. Prepare and send a request via e-mail or memorandum to the MAJCOM A1K for coordination, and in turn, to AFPC Equal Opportunity. AFPC Equal Opportunity will review and submit the request with a recommendation to AF/A1Q. AF/A1Q will either accept, reject or modify the recommendation and forward to SAF/MR for final approval or denial and signature (**T-1**).

4.3.1.1. NAF will prepare and send a request via e-mail or memorandum to AFASV (**T-1**).

4.3.2. The waiver request should include the number of permanent, temporary, and NAF civilians along with the installation's demographic information broken out by all EEO groups, gender, and individuals with disabilities. When reporting the EEO groups, include their Relevant Civilian Labor Force (RCLF) data. Note: There is no comparable data available for individuals with disabilities.

4.3.2.1. State whether the installation conducts outreach and recruiting activities and the reason for the request (exemption), as well as a proposed effective/estimated end date for the exemption.

4.3.2.2. The request for exemption will be signed by the installation commander or executive director (**T-3**).

4.3.2.3. Issuance of a waiver does not preclude an installation from demonstrating a firm commitment to equality of opportunity for all employees and applicants for employment. Although an installation may not have certain SEPs, the installation will continue to monitor the status of all EEO groups (as defined in Attachment 1).

## CHAPTER 5

### BARRIER ANALYSIS

**5.1. Barrier Analysis Obligation.** Section 717 of Title VII of the Civil Rights Act requires federal agencies to take proactive steps to ensure EEO for all employees and applicants for employment. EEOC MD-715 interprets this to mean that federal agencies must regularly, at least annually, evaluate their employment practices to identify barriers to equal opportunity for all individuals. Where such barriers are identified, agencies must take measures to eliminate them where appropriate and possible (**T-0**). Note: Some barriers are necessary for mission accomplishment and/or safety and do not require further action.

**5.2. Air Force Barrier Analysis Working Group (AFBAWG).**

5.2.1. The AFBAWG, led by AF/A1Q, is chartered to identify and, if appropriate, propose elimination of barriers to equal employment opportunity in the Air Force. It is responsible for analyzing anomalies found in civilian workplace policies, procedures, and practices with an eye toward identifying their root causes, and, if those root causes are potential barriers, devising plans to eliminate them.

5.2.1.1. AFBAWG recommendations are made to senior leaders, MAJCOMs, and other appropriate decision-makers at all levels. They will also inform senior leadership of revisions to Air Force policies.

5.2.2. The AFBAWG is comprised of representatives appointed by AF/A1 in the EO, HR, and other functional communities from the HAF, MAJCOM, and installation levels. SAF/GCA serves as legal advisor to the AFBAWG. AF senior leaders volunteer to serve as team champions.

5.2.3. The AFBAWG shall analyze specific issues, e.g., accommodation of individuals with disabilities; representation at senior grades, in major occupations, and overall workforce.

5.2.4. The AFBAWG shall work in coordination with the MAJCOM/A1s (the OPR identified in paragraph 1.11.) as needed to implement procedural or policy changes or initiatives.

5.2.5. The AFBAWG will carry out its work through teams and its charter.

5.2.5.1. The teams will review and analyze information and data relative to the total Air Force civilian workforce and applicants, in an effort to identify barriers to employment, retention, advancement, development and inclusion. This includes examining policies, procedures, educational/training documents, practices, reports and programs.

5.2.5.2. The teams will make recommendations for changes and improvements, report and follow up accordingly. The barriers identified by the AFBAWG will be shared with the installations for their further action, as appropriate.

5.2.5.3. The teams usually focus on areas that are identified in the MD-715 report as barriers and work on behalf of groups identified as underrepresented or adversely impacted.

**5.3. Installation Barrier Analysis Working Group (IBAWG).** Installations with 2,000 or more civilian employees assigned will establish a barrier analysis working group made up of representatives from the CPS, NAF-HRS, EO, and other functional communities, along with other appropriate personnel as designated by the installation commander (or equivalent) (T-2). The installation AEPM will serve as the chairperson for the IBAWG (T-3). For installations with fewer than 2,000 civilians, establishing an IBAWG is optional. Manning, installation need and resources will be considered by the installation commander when determining if an IBAWG is feasible (T-3).

5.3.1. The IBAWG is responsible for carrying out the barrier analysis process outlined in this chapter, for its installation. In addition, the IBAWG will be charged with addressing barriers established by the AFBAWG, to the extent practical and possible (T-1).

5.3.2. The IBAWG will use data obtained through local means, as well as information made available by AFPC (T-3). These tools should be used as sources of information for identifying areas that need improvement, as mentioned in the remainder of this chapter.

5.3.3. The IBAWG will report its findings and recommendations to the installation commander or designee (T-3).

5.3.4. Members of the IBAWG should attend barrier analysis training offered by AF/A1Q, the Defense Equal Opportunity Management Institute (DEOMI), the EEOC, or other federal agency.

5.3.5. Each IBAWG will organize into functional teams that model after the AFBAWG teams, but not necessarily identical to them (T-3).

5.3.6. A barrier analysis guide, further detailing the functions of the IBAWG, will be made available and should be used in conjunction with this AFI.

**5.4. Barrier Analysis.** Barrier analysis is an investigation of anomalies found in workplace policies, procedures, and practices that limit or tend to limit employment opportunities for members of any race or national origin, either sex, or based on an individual's disability status. Barrier analysis identifies the root causes of those anomalies, and if necessary, eliminates them.

5.4.1. The barrier analysis process includes the following steps:

5.4.1.1. Identify triggers. See Paragraph 5.5.

5.4.1.2. Explore root causes of triggers.

5.4.1.3. Develop action plan.

5.4.1.4. Implement action plan.

5.4.1.5. Assess action plan results.

5.4.2. A detailed explanation of the barrier analysis process is located in MD-715 (<http://www.eeoc.gov/federal/directives/md715.cfm>) and in Section II of the Instructions to Federal Agencies for the MD-715.

**5.5. Triggers.** A trigger is a trend, disparity or anomaly that suggests the need for further inquiry into a particular employment policy, practice, procedure, or condition.

5.5.1. How to look for triggers:

- 5.5.1.1. Analyze workforce statistics.
- 5.5.1.2. Review EEO complaint trends.
- 5.5.1.3. Talk to EO, CPS, Diversity and NAF-HRS staff.
- 5.5.1.4. Conduct surveys, focus groups, and exit interviews.
- 5.5.1.5. Review studies or reports from outside organizations or agencies.

**5.6. Analysis and Interpretation of Workforce Statistics.** The analysis and interpretation of workforce statistics are the starting points in the self-assessment process and often reveal triggers.

5.6.1. Workforce Statistics. When reviewing ethnicity and race identification (ERI) information/data, compare the internal participation rates with the corresponding participation rates identified in the local MD-715 data tables.

5.6.1.1. Geographic areas of recruiting and hiring are integral factors in determining participation rates.

5.6.1.2. With respect to positions typically filled internally or through transfers from other federal agencies, a self-assessment involves looking at the racial, national origin, gender, and disability status profile of the occupational categories and/or grade levels from which such promotions or transfers are typically made.

5.6.2. Statistical analysis is only one part of barrier analysis.

5.6.2.1. The EEOC, in MD-715, states that “statistics are only a starting point and alone rarely serve to provide a complete picture of the existence of workplace barriers. Agencies must look at statistics in the context of the totality of the circumstances. A statistical snapshot may be useful as an initial diagnostic tool, but conclusions concerning the existence of workplace barriers cannot be drawn from gross numerical assessments. Rather, the identification of workplace barriers will require a thorough examination of all of the circumstances.”

5.6.2.2. Example: If a self-assessment revealed that Hispanics are virtually absent from the workforce, it would be logical for the agency to initially focus attention on its hiring and recruiting activities. The agency could rule out potential recruitment concerns if it determined that Hispanics were well represented among its applicants for employment. It would then be appropriate for the agency to examine all other aspects of the hiring process to identify the factor(s) responsible for the statistical disparity.

**5.7. Barrier.** A barrier is a policy, principle, practice, or condition that limits or tends to limit employment opportunities for members of any race or national origin group, either sex, or for an individual (or individuals) based on disability status.

5.7.1. Barriers can be found in the following areas or policies, practices and/or procedures for:

- 5.7.1.1. Recruitment.
- 5.7.1.2. Hiring.
- 5.7.1.3. Promotions.



- 5.7.1.4. Training and career development.
- 5.7.1.5. Performance incentives and awards.
- 5.7.1.6. Physical workplace conditions.
- 5.7.1.7. Disciplinary actions.
- 5.7.1.8. Separations.
- 5.7.2. Common barriers for people with targeted disabilities.
  - 5.7.2.1. Physical barriers:
    - 5.7.2.1.1. Inadequate or ineffective reasonable accommodation procedures.
    - 5.7.2.1.2. Lack of compliance with Architectural Barriers Act or Section 508 of the Rehabilitation Act.
  - 5.7.2.2. Attitudinal barriers:
    - 5.7.2.2.1. Persistence of myths and stereotypes pertaining to capabilities of individuals with disabilities
  - 5.7.2.3. Structural barriers:
    - 5.7.2.3.1. Complex hiring process.
    - 5.7.2.3.2. Failure to utilize special hiring authorities.
- 5.7.3. Barrier analysis working groups should make use of the attached Model Report of Barrier Identification or similar form. (Attachment 5)
- 5.7.4. While MD-715 limits barrier analysis to race, national origin, sex, and disability, barrier analysis need not be so limited. A barrier is a policy, principle, practice, or condition that limits or tends to limit employment opportunities for individuals based on any of the characteristics, experiences and abilities found in the Air Force definition of diversity (see AFI 36-7001, *Diversity*). All levels of the Air Force, both civilian and military, are required to identify, analyze and report barriers to diversity as that term is broadly defined in the Air Force (T-0). Reporting on barrier analysis outside the categories set forth in Para 5.7 (and MD-715) should take place outside the MD-715 reporting path.

## **5.8. Plan to Eliminate Barriers.**

- 5.8.1. Form a working hypothesis.
  - 5.8.1.1. The identification of barriers that occurs during the course of a barrier analysis investigation is conditional only. It is nothing more than a conjecture, and remains a working hypothesis until it can be tested by developing and implementing an action plan. It is only after the results of the action plan are evaluated that a determination can be made as to whether the policy, practice, procedure, or condition dealt within the plan is, in fact, a barrier.
- 5.8.2. The Action Plan.
  - 5.8.2.1. Design and implement corrective plan to address the identified causes of barriers.

5.8.2.2. Even if the barrier is job related, explore alternatives that serve the same purpose and have less impact on a particular group of employees.

5.8.2.3. Progress should be measurable and agency officials accountable.

5.8.2.4. Periodic reassessments should be conducted to adjust plan if necessary.

5.8.2.5. Report plan and progress annually to the installation commander.

5.8.2.6. Use the attached Model Report of Barrier Removal Plan or similar form. (Attachment 5)

**5.9. Assessing Results.** Indicators of success may be revealed in higher participation rates, lower separation rates, fewer complaints, more favorable survey responses, etc.

5.9.1. If the plan is unsuccessful, then:

5.9.1.1. The wrong barrier was identified; or

5.9.1.2. The action gave rise to a new barrier; or

5.9.1.3. There was not a barrier.

5.9.2. Generally, it is extremely difficult, if not impossible, to assess the results of an action plan after only one reporting cycle. However, after two or more consecutive cycles, trends in one direction or the other should begin to become apparent. The process is an ongoing one.

**5.10. Reassessments.** Periodic reassessments should be done to see whether action plan needs adjustment.

**5.11. Report.** Report plan and progress annually to the installation commander.

**5.12. Barrier Analysis Scorecard.**

5.12.1. To emphasize the fundamental importance at all Air Force levels of establishing and maintaining a strong program of equal opportunity, each program is reviewed and then rated annually on its barrier identification and removal. Success in this element is measured by commanders' support, the activity of the IBAWG and the progress and results of ongoing efforts to identify and where appropriate, eliminate any barriers to equality of opportunity. A key to program success is the technical competency to initiate meaningful barrier analysis. These efforts are essential to a compliant program, because the goal of the EO program is to ensure equality in opportunities for all individuals, not parity or proportional representation.

5.12.2. Program status is typically assessed as follows: green (on-track), yellow (with deficiencies but making progress), or red (non-compliant).

## CHAPTER 6

### AFFIRMATIVE EMPLOYMENT PROGRAM (AEP) REPORTS AND BEST PRACTICES

#### 6.1. Disabled Veterans Affirmative Action Program (DVAAP).

6.1.1. The agency DVAAP responsibilities are covered in Title 5 of CFR, Part 720, subpart C, and 38 United States Code, Section 4214.

6.1.2. The DVAAP report includes participation data, accomplishments, successes, and practices in efforts to recruit, hire, and train disabled veterans as well as certain veterans of the Vietnam era and of the post-Vietnam era who are qualified for such employment and advancement.

6.1.3. The Air Force DVAAP report is submitted through DoD to OPM at the end of the fiscal year. OPM submits an Annual Report to Congress on the employment of veterans in the federal government.

6.1.4. Installation DVAAP Reporting Requirement: The installation does not have a reporting requirement for the DVAAP report. The installation can incorporate DVAAP initiatives into other AEP reports.

#### 6.2. Federal Equal Opportunity Recruitment Program (FEORP).

6.2.1. The agency FEORP responsibilities are covered in Title 5, United States Code, Section 7201 and 5 CFR, Part 720, Subpart B.

6.2.2. Air Force reports its status of Hispanic employment as The Hispanic Employment in the Federal Government report section of the annual FEORP report.

6.2.2.1. In accordance with Executive Order 13171, Hispanic Employment in the Federal Government, agencies must improve the representation of Hispanics in federal employment, within merit system principles and consistent with the application of appropriate veterans' preference criteria (T-0).

6.2.3. The FEORP report contains participation data and highlights specific accomplishments and efforts to recruit, develop, and retain a diverse workforce, including Hispanics in the workforce.

6.2.4. The Air Force FEORP report is submitted through DoD to OPM at the end of the fiscal year. OPM submits an annual FEORP report to Congress on the employment in the federal workforce, including the participation of women and minorities.

6.2.5. Installation FEORP Reporting Requirement: The installation does not have a reporting requirement for the FEORP report. The installation can incorporate FEORP initiatives into other AEP reports.

#### 6.3. Management Directive 715 (MD-715).

6.3.1. The MD-715 is the policy guidance that EEOC provides to federal agencies for use in establishing and maintaining effective EEO programs as required by Title VII and the Rehabilitation Act.

- 6.3.1.1. MD-715 requirements:
  - 6.3.1.2. Develop and maintain a model EEO program.
  - 6.3.1.3. Ensure all employment decisions are free from discrimination.
  - 6.3.1.4. Examine employment policies, procedures and practices to identify and remove barriers to equal opportunity.
  - 6.3.1.5. Develop plans to correct identified barriers.
  - 6.3.1.6. Report plans and progress.
- 6.3.2. Six essential elements of the Model EEO Program:
- 6.3.2.1. Demonstrated commitment from agency leadership.
  - 6.3.2.2. Integration of EEO into the agency's strategic mission.
  - 6.3.2.3. Management and program accountability.
  - 6.3.2.4. Proactive prevention of unlawful discrimination.
  - 6.3.2.5. Efficiency.
  - 6.3.2.6. Responsiveness and legal compliance.
- 6.3.3. The overriding objective of the MD-715 is to ensure that all employees and applicants for employment enjoy equality of opportunity in the federal workforce regardless of race, sex (including pregnancy), national origin, color, religion, disability or reprisal for engaging in prior protected activity.
- 6.3.4. Reporting requirements:
- 6.3.4.1. Agency. The Air Force submits an annual MD-715 report to EEOC. Program status is assessed annually by AF/A1Q. These assessments are shared with the Deputy Chief of Staff, Manpower, Personnel & Services (AF/A1) and the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) **(T-0)**.
  - 6.3.4.2. MAJCOM. The MAJCOMs are responsible for oversight and accountability of those installation barrier analysis activities. Therefore, MAJCOM AEP Strategic Advisors or POCs are responsible for compiling the MD-715 reports listed in 6.3.4.3.1.1. and forwarding to AFPC Equal Opportunity. For each part listed below each MAJCOM will submit one comprehensive command report that reflects the input received from their subordinate installations. These reports are due to AFPC Equal Opportunity by 1 November of each year.
  - 6.3.4.3. Installation.
    - 6.3.4.3.1. All installation commanders will be responsible for regulatory compliance regarding Affirmative Employment Programs, consistent with applicable laws, EEOC regulations, DoD directives and AF guidance **(T-0)**. Installations will submit required reports to the parent MAJCOM **(T-2)**.
      - 6.3.4.3.1.1. The installations will complete Part G, Self-Assessment Checklist, of the MD-715 report **(T-2)**. Installations with fewer than 500 civilians assigned must submit the checklist upon request only **(T-2)**. Installations with more than

500 civilian employees assigned will complete and submit Part G, and, if discrepancies (No's) are identified, Part H, EEO Plan to Attain the Essential Elements of a Model EEO Program (T-2). Installations with 1,000 to 1,999 assigned civilians will complete Parts G, H, and J, Special Program for the Recruitment, Hiring and Advancement of Individuals with Targeted Disabilities (T-2). Installations with 2,000 or more assigned civilians will complete all of the following MD-715 parts, for locally established (IBAWG) and/or AFBAWG identified barriers (Part H and I) (T-1):

6.3.4.3.1.1.1. Part G, Self-Assessment Checklist.

6.3.4.3.1.1.2. Part H, EEO Plan to Attain the Essential Elements of a Model EEO Program.

6.3.4.3.1.1.3. Part I, EEO Plan to Eliminate Identified Barriers.

6.3.4.3.1.1.4. Part J, Special Program Plan for the Recruitment, Hiring and Advancement of Individuals with Targeted Disabilities.

6.3.5. For detailed instructions on how to establish a model EEO program and determine barrier identification and elimination, see the EEOC website: [www.eeoc.gov](http://www.eeoc.gov), <http://www.eeoc.gov/federal/directives/md715.cfm>.

#### **6.4. Other Responsibilities.**

6.4.1. AEPMs are responsible for keeping leadership informed of issues and trends pertaining to the AEP/SEP at their respective locations. This was formerly known as the Installation EEO Committee. While a formal EEO committee is no longer required, in order to execute the responsibility of keeping commanders apprised of the status of the programs, AEPMs must meet, at least semi-annually, with the installation commander to provide AEP/SEP program updates, complete with progress reports, recommendations, data, analysis and trends (T-2).

6.4.1.1. The meetings should include discussions of pertinent issues/concerns relative to the AEP/SEPs, such as initiatives requiring higher level support and attention, or local matters/events that may impact the installation, etc. The meeting logistics/specific agenda content and attendees are at the discretion of the local parties (commander and AEPM) and may vary from meeting to meeting. Representatives from the community, special interest groups, management officials or other stakeholders may be invited and take part in the meetings, if it is deemed appropriate/necessary or otherwise required. It is recommended that minutes be kept and an agenda be established for each meeting.

#### **6.5. Best Practices.**

6.5.1. Within the Air Force, a best practice is defined as a management idea which asserts there is a technique, method, process, activity, incentive or reward more effective at delivering a particular outcome than any other technique.

6.5.2. It is also defined as the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people.

6.5.3. The goal of identifying a best practice is to highlight successful models that can be reviewed and adapted in whole or in part by other organizations. When determining if you have a best practice to submit, consider the following criteria:

6.5.4. It was successful over time.

6.5.4.1. It produced quantitative and/or qualitative results.

6.5.4.2. It developed recognized or recognizable positive outcomes including customer satisfaction or some type of definitive positive impact.

6.5.4.3. It is ground-breaking, new, or innovative.

6.5.4.4. With modifications, it can be replicated and/or transferable to another organization.

6.5.4.5. It adds value by improving service, quality, and/or productivity.

6.5.4.6. It is meaningful to users of the best practice.

6.5.4.7. Best practice organizations value people and cultivate an environment where sensitivity, fairness, and integrity prosper. When submitting a best practice, use the following format:

6.5.4.7.1. Name of Best Practice: Should give the reader a clear picture of the superior method or innovative practice that contributed to improved performance of the process. Good examples are: Science & Engineering Career Field team selections made from national recruiting events, the Workforce Recruitment Program for students with disabilities helped to convert three students into permanent positions.

6.5.4.7.2. Name of Process: Should identify the general activity where the best practice is found. Good examples are: institute diversity outreach efforts, lead implementation of innovative workforce shaping, provide training.

6.5.4.7.3. Date Implemented: Self-explanatory.

6.5.4.7.4. MAJCOM/DRU/FOA: Self-explanatory.

6.5.4.7.5. Point of Contact: Enter the person's name, duty title, phone number (DSN and commercial), organization/office symbol, and location (base, state, and zip code). May be a supervisor or anyone knowledgeable of the best practice and permitted to share it outside the process owner's organization.

6.5.4.7.6. Process Owner: Enter the person's name, duty title, phone number (DSN and commercial), organization/office symbol, and location (base, state, and zip code). Defined as the person who coordinates the various functions and work activities at all levels of a process, has the authority or ability to make changes in the process as required, and manages the process end-to-end so as to ensure optimal, overall performance. Flight, branch, and division chiefs; squadron, group, installation /center commanders (directors) are good examples of process owners.

6.5.4.7.7. Summary of Best Practice: Give an overview of what makes the practice superior. Describe how the best practice works and how it is measured. This entry is limited to one page to include the impact or result (single-spaced, Times New Roman, 12 pitch). When reporting numbers, e.g., "we hired 40 interns," indicate the number

of males, females, and the number of specific EEO groups involved (Black, Hispanic, Asian, White females, etc.).

6.5.4.7.8. Impact of the Best Practice: The impact on process/organization performance (results) MUST be included in the summary of the best practice. Impact or result may include: increased representation of specific EEO groups, improved return on investment, reduction in costs.

6.5.4.7.9. Additional Information to Help Determine How the Practice Qualified as a Best Practice: “Best” may be based on several factors to include but not limited to: expert review (for example: assessment or award), results are clearly superior to those of comparative organizations, results are “breakthrough” in efficiency/effectiveness (high return on investment), multiple sources the practice is superior, use of the latest technology or high number of satisfied managers and supervisors. Good examples of entries are: identified during a Staff Assistance Visit, determined by the installation/center commander (director) as superior to practices of other organizations or as being a breakthrough in efficiency.

## **6.6. Reporting Requirements.**

6.6.1. Installation best practices are due annually to AFPC Equal Opportunity NLT 30 September or upon request. Best practice submission is optional and should be based on the above outlined criteria.

## CHAPTER 7

### AFFIRMATIVE EMPLOYMENT PROGRAM (AEP) AWARD

**7.1. AEP Award.** The AEP award replaced the Air Force Distinguished Equal Employment Opportunity Award (formerly AFI 36-2866, *Distinguished Equal Employment Opportunity Awards*). Commanders are highly encouraged to recognize employees meeting the criteria of the AEP Award program. Nomination packages must meet prescribed guidelines.

**7.2. Purpose of the Award.** The AEP award recognizes civilian personnel for their significant contributions to further AEP objectives. Military members performing SEPM duties and/or serving as a Commander are also eligible for the AEP award. The AEP award provides visibility for the Air Force programs and affords senior leaders an opportunity to publicly support AEP objectives.

**7.3. Award Nomination Procedures.** The AEP award is listed in the A1 Awards Program Guide under the A1 Community Awards. HQ USAF/A1 will send a message to solicit AEP and SEP award nominations. Each award will be submitted through approved channels to AF/A1Q using the most current version of Air Force Form 1206, *Nomination for Award*. Check the specific requirements for each award for headings and maximum number of lines. In nominating individuals, commanders and directors should perform a quality force review.

7.3.1. Ensure nominations are factual and that nominees are not under investigation, have no recent disciplinary actions, nor are involved in activities that would bring discredit to the Air Force.

7.3.2. Individuals may only be nominated for one separate category (i.e., the same person cannot be nominated under the Affirmative Employment Program Category and the Special Emphasis Program Category).

7.3.2.1. Additional Nomination Guidance:

7.3.2.1.1. Joint Commands: Nominations for personnel assigned to a joint command are submitted to AFDW/A1.

7.3.2.1.2. Tenant Units: Award nominations for personnel assigned to a tenant unit on an installation hosted by another MAJCOM are submitted to their parent MAJCOM.

7.3.2.1.3. Air Force Reserve Command (ARC) Units: Award nominations for personnel assigned to an ARC unit are submitted through the Air Force Reserve Command (ARC). ARC members assigned to a RegAF unit are also submitted to ARC.

### 7.4. Eligibility Requirements.

7.4.1. Eligibility requirements include military and civilian personnel who have demonstrated leadership and commitment to furthering AEP objectives. Ensure nominees have made significant contributions in support of one of the categories defined below see 7.5.



7.4.2. At the time of nomination, individuals must have been in their position for at least six months (T-1). Military nominees must be on active duty status or active reserve status and civilian nominees must be current Air Force employees (T-1).

7.4.3. Previous year award recipients are not normally nominated two years in succession. If an organization submits a previous year nomination, the justification must highlight the additional contributions in furthering AEP and SEP objectives beyond the first year's nomination.

7.4.4. The specific period of service for the AEP award is 1 October through 30 September.

## **7.5. Categories.**

7.5.1. Commander/Director Leadership Support.

7.5.2. Affirmative Employment Program Management.

7.5.3. Special Emphasis Program Management.

7.5.4. Individuals with Disabilities Program Management.

## **7.6. Description and Criteria.**

7.6.1. Commander/Director Leadership Support Category: This category is designed for military commanders or civilian leaders—MAJCOM, FOA, Direct Reporting Unit, intermediate command, and center, wing, base, or tenant organization. Ensure nominees have demonstrated personal commitment to AEP and EO objectives and goals for people with targeted disabilities through identification and removal of barriers to equal employment opportunity and results-oriented management. Nominees must have demonstrated leadership, commitment, and support for the SEPs.

7.6.2. Affirmative Employment Program Category. This category is designed for civilian and military personnel, AEP managers, and human resource specialists. Nominees must have clearly demonstrated superior abilities in attaining the Air Force affirmative employment objectives and goals for people with targeted disabilities by assisting leadership, managers, and supervisors in their efforts to take proactive steps to ensure EEO for all employees and applicants for employment, by regularly evaluating employment practices to identify and eliminate barriers that hamper the advancement of any individual on the basis of race, national origin, sex (including pregnancy) or disability.

7.6.3. Special Emphasis Program Category. This category is designed for civilian and military personnel who have contributed significantly to the employment and advancement opportunities for all EEO groups. Ensure nominees have clearly demonstrated their contributions through training programs, effective outreach and recruitment activities, barrier removal for EEO groups, positive management and community involvement. Nominees must have clearly demonstrated their contributions through measurable accomplishments toward attaining the Air Force affirmative employment objectives. This category covers the FWP, HEP, BEP, AAEP, and AIEP.

7.6.3.1. Special observance activities are not included in the SEP category criteria.

7.6.4. Individuals with Disabilities Program Category. This category is designed for civilian and military personnel who have contributed significantly to the employment of and advancement opportunities for individuals with disabilities, including disabled veterans and

Wounded Warriors. Ensure nominees have clearly demonstrated their contributions through training programs, effective outreach and recruitment activities, barrier removal for individuals with disabilities, positive management and community involvement. Nominees must have clearly demonstrated their contributions through measurable accomplishments toward attaining the Air Force affirmative employment objectives and the goals for people with targeted disabilities.

7.6.5. Since the recipients represent the Air Force and serve as role models for others, the selection board review process and the final selection should focus on program management, creative use of resources, and demonstrated accomplishments.

7.6.6. The criteria for the Air Force AEP awards is consistent with the Air Force policy that it does not tolerate unlawful discrimination or harassment based on race, color, religion, sex, national origin, age, disability, genetic information or prior EEO activity (reprisal). Therefore, an individual does not have to be a member of any particular race, color, religion, national origin, age, or sex, or have a disability in order to be eligible for any AEP award. Nor does an individual's race, color, religion, national origin, sex, or disability play a role in winning the award.

**7.7. Presentation.** Upon selection of the award recipients, AF/A1 will forward an email message to the field announcing winners.

7.7.1. AFPC/DPSIDR will forward appropriate award elements to award recipients through their respective chain-of-command (**T-1**).

## CHAPTER 8

### REASONABLE ACCOMMODATION OF DISABILITY

**8.1. 1.** This chapter covers all Air Force employees, regardless of type and duration of appointment, and all applicants for employment with the Air Force. It also provides limited coverage for certain temporary service employees. Contractor personnel should refer to reasonable accommodation procedures established by their contracting employer. The Air Force may, in certain situations, have a joint obligation with the contractor to provide reasonable accommodation to contractor personnel. The provision of reasonable accommodation outlined in this chapter applies only to qualified individuals with disabilities.

8.1.2. The Rehabilitation Act of 1973 (29 USC §791 et seq.) as amended by the Americans with Disabilities Act (ADA) of 1990, as amended (42 USC §12101 et seq.) requires all federal agencies to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, unless to do so would cause undue hardship.

8.1.3. In general, an accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities (29 C.F.R. pt. 1630 app. § 1630.2(o)).

8.1.4. Disability Accommodation is a case-specific and fact-specific process. The EEOC's "Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act" dated October 17, 2002 (<http://www.eeoc.gov/policy/docs/accommodation.html>) provides regulatory guidance on this issue. Whether an individual is a qualified individual with a disability is ultimately a legal issue and thus, when questions arise, the servicing legal office should be consulted.

### 8.2. Definitions.

8.2.1. Individual with a Disability (IWD)—A person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having an impairment (regardless of whether or not it limits or is perceived to limit a major life activity).

8.2.2. Qualified Individual with a Disability— An individual with a disability, who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

8.2.2.1. An individual "regarded as" having such an impairment is **not** entitled to reasonable accommodation.

8.2.3. Exceptions to the definition of " Individual with a Disability"

8.2.3.1. Non-coverage - The term individual with a disability does not include individuals currently engaging in the use of illegal drugs when an employer acts on the basis of such use. Nor does it include the following sexual and behavioral disorders: transvestism, transsexualism, pedophilia, exhibitionism, voyeurism, gender identity disorders not resulting from physical impairments, or other sexual behavior disorders;

compulsive gambling, kleptomania, or pyromania; or psychoactive substance use disorders resulting from current illegal use of drugs. In addition, tests for use of illegal drugs are not considered medical examinations and, therefore, are not subject to the restrictions on medical examinations imposed by the Rehabilitation Act and the ADA. An employer does not have to employ an individual with a disability who poses a direct threat to the health or safety of him/herself or of others in the workplace.

8.2.4. Reasonable Accommodation—Any modification or adjustment to a job, an employment practice, or the work environment that enables a qualified individual with a disability to enjoy equal employment opportunities.

8.2.4.1. Reasonable accommodation may include, but is not limited to:

8.2.4.1.1. Making existing facilities used by employees readily accessible to and usable by individuals with disabilities;

8.2.4.1.2. Job restructuring, modifying work schedules, or reassignment of a current employee to a vacant position; and

8.2.4.1.3. Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

8.2.4.2. Reasonable accommodations are not limited to items that permit the employee to perform the essential functions of the job.

8.2.4.3. An employer is not obligated to provide personal use items such as glasses or hearing aids.

8.2.4.4. An employer is not required to remove an essential function of the job as a reasonable accommodation.

8.2.4.5. An employer shall hold employees with disabilities to the same standards of performance and conduct as other similarly situated employees without disabilities. An employee with a disability is expected to meet the same production standards, whether quantitative or qualitative, as a non-disabled employee in the same job. Lowering or changing a production standard because an employee cannot meet it due to a disability is not considered a reasonable accommodation.

8.2.5. Undue Hardship—Employers do not have to provide any accommodation that would pose an undue hardship on the operation of the agency. Undue hardship focuses on the resources and circumstances of the particular employer in relationship to the cost or difficulty of providing a specific accommodation and refers to reasonable accommodations that are unduly extensive, substantial, or disruptive, or those that would fundamentally alter the nature or operation of the business or organization.

8.2.5.1. When considering whether the expense of a potential accommodation constitutes an undue hardship, the budget of the entire agency, i.e., the Air Force as a whole, is to be taken into account.

8.2.6. Interactive Process—An interactive communication process with an employee who has requested an accommodation (or otherwise indicated a need) in order to clarify the specific nature of the disability and identify the appropriate reasonable accommodation. This

may include asking relevant questions that enables the supervisor or management official to make an informed decision regarding Air Force's accommodation responsibilities in a specific situation.

### **8.3. Responsibilities.**

#### **8.3.1. Installation Commanders will:**

8.3.1.1. Ensure that managers and supervisors are familiar with, follow, and implement the Air Force reasonable accommodation policy. This entails ensuring that reasonable accommodations are provided for qualified disabled employees and applicants in accordance with applicable federal law, the regulations of the EEOC, the DoD and the Department of the Air Force, and applicable collective bargaining agreements **(T-1)**.

8.3.1.2. Review and endorse decisions that propose to deny a request for reasonable accommodation **(T-1)**. Installation Commanders are not required to review decisions to modify a requested accommodation.

8.3.1.2.1. On installations with multiple wings, this responsibility may be delegated to the Wing Commander who has authority over the employee requesting reasonable accommodation.

8.3.1.2.2. In addition to the Wing Commanders, the Installation Commander may also delegate this responsibility to the Installation Vice Commander or Civilian Deputy.

8.3.1.3. Make the final determination on a reasonable accommodation reassignment when an organization claims undue hardship **(T-2)**.

8.3.1.4. Evaluate the effectiveness of the procedures and processes used at the installation in administering and implementing reasonable accommodation policy **(T-2)**.

#### **8.3.2. Civilian Personnel Section (CPS)/Nonappropriated Fund Human Resources Section (NAF-HRS) will:**

8.3.2.1. Assign responsibility to an appropriate personnel specialist for assessment of qualification determinations and review of available position options for disabled employees when reassignment is being considered as a possible reasonable accommodation **(T-3)**.

8.3.2.2. Designate employee relations staff with responsibility for assisting supervisors and managers in the review and analysis of a request for reasonable accommodation **(T-3)**.

8.3.2.3. Ensure the employee meets the qualification requirements for the offered job/position and is able to perform the essential functions of the job/position with or without reasonable accommodation **(T-3)**.

8.3.2.4. Assign responsibility to an appropriate personnel specialist for assessment of qualification determinations and review of available position options for qualified disabled employees when reassignment / change to a lower grade is being considered as a possible reasonable accommodation when the employee cannot be reasonably accommodated within the job/position occupied **(T-3)**.

8.3.2.5. Designate a specific individual to serve as the Base Point of Contact for the AFPC Injury Compensation (IC) Office **(T-3)**. Supervisors and injured workers (or their representative) who require modified duty due to an accepted federal work injury are referred to the AFPC/IC Office and provided AFPC/IC POC information; i.e., Total Force Support Center (TFSC) Tier 1 Phone number – 1-800-525-0102; AFPC/IC group email: [injury.compensation@us.af.mil](mailto:injury.compensation@us.af.mil); and AFPC mailing address: HQ AFPC/DP2SSC, 550 C Street West, JBSA Randolph TX 78150. NAF-HRS will collect injured NAF workers' documents and reports to send to AFSVA/SVXHW, Workers Compensation Section, 2261 Hughes Ave., Ste. 156, JBSA-Lackland TX 78236-9854, DSN 969-7269 or (210) 395-7269. Injured workers who may require reasonable accommodations should be referred to the base DPM **(T-3)**.

8.3.2.6. Designate either the installation Disability Program Manager (DPM) or AEPM with the responsibility for ensuring that the Commander, CPS, NAF-HRS, EO, managers, supervisors, employees, and other appropriate staff are apprised of issues involving reasonable accommodation requests or needs **(T-3)**. CPS/NAF-HRS will coordinate the various responses and activities required to fulfill the Air Force's responsibility under the Rehabilitation Act, ADA and applicable EEOC regulations and enforcement guidelines **(T-3)**.

8.3.2.7. Coordinate with supervisors and managers on reasonable accommodation and return to work issues **(T-3)**.

8.3.2.8. CPS and NAF-HRS are to maintain a record of each reasonable accommodation request to AF/A1Q using the information reporting form shown at Attachment 4 **(T-3)**.

8.3.2.9. Review decisions that propose to deny a request for reasonable accommodation to ensure that documentation supporting the decision is sufficient to certify that the decision complies with applicable internal and external policies, regulations, and statutes **(T-3)**.

### 8.3.3. Supervisors and Managers will:

8.3.3.1. Work in consultation with the local CPS/NAF-HRS, DPM and, when appropriate, the servicing legal office, in the receipt, review, and determination process in response to an employee's reasonable accommodation request, and participate in the interactive process concerning potential reasonable accommodation **(T-3)**.

8.3.3.2. Within 10 business days, provide the employee an initial response confirming (a) receipt of the accommodation request; (b) whether additional information is needed; and (c) that the interactive process has been initiated **(T-1)**.

8.3.3.3. Initiate and facilitate the interactive process for the purpose of consulting and sharing information with an employee requesting reasonable accommodation **(T-2)**.

8.3.3.4. Ensure that the essential functions of a position are identified and documented appropriately **(T-3)**.

8.3.3.5. Request medical documentation in consultation with CPS, DPM and legal office, only when the disability or need for reasonable accommodation is not obvious **(T-0)**. Supervisors and Managers will use this documentation to determine if the employee requesting reasonable accommodation is a qualified individual with a disability, to

identify functional limitations and to determine appropriate accommodations (see 8.7. Medical Documentation) **(T-0)**.

8.3.3.6. Budget for equipment and/or services associated with reasonable accommodation **(T-2)**.

8.3.3.6.1. In general, each organization will bear the cost of providing reasonable accommodations **(T-2)**. Organizations may use centrally-funded accommodations monies in fiscal years in which such a centrally-funded account is funded.

8.3.3.6.2. Make use of free job accommodation resources such as the DoD's Computer/Electronic Accommodation Program (CAP), and the Department of Labor's Job Accommodation Network (JAN).

8.3.3.7. Within 30 business days, except as provided in paragraph 8.5, act upon an employee's request for reasonable accommodation in consultation with the CPS, DPM and legal office; secure appropriate concurrences and provide the employee with a written response **(T-1)**. Supervisors and managers must ensure that if the request for reasonable accommodation is denied, the response has been coordinated with the organizational commander, DPM and CPS or NAF-HRS, and as appropriate the SJA, prior to issuance, and includes the specific reason(s) for denial, why there were no alternative accommodations that could be made, notification of the right to file an appeal or EEO complaint, options for alternative dispute resolution, and the contact point for the filing of the formal complaint **(T-2)**. (See 8.9., Denial of Reasonable Accommodations)

8.3.3.8. Consult with the installation DPM/CPS, MAJCOM POC and SJA in making reasonable accommodation determinations **(T-2)**. Unusual or difficult questions about requested accommodations may be referred to the AF Disability Program Manager or to SAF/GCA.

8.3.3.9. Coordinate with training office to ensure training and meetings are scheduled and located in conference rooms or areas with sufficient access and provide other accommodations for disabled participants, e.g., wheelchair ramp access, sufficient clearance for wheelchairs, interpreters, or closed captioned video **(T-3)**.

8.3.3.10. Ensure that the reasonable accommodation process is completed in accordance with this chapter **(T-1)**.

8.3.3.11. Coordinate with AFPC Injury Compensation to regularly review the medical status of employees on workers' compensation to determine if the employee is an individual with a disability, and can be brought back to work by providing reasonable accommodation **(T-2)**.

8.3.3.12. In situations where an employee is on a Performance Improvement Plan (PIP), the supervisor will ensure that all reasonable accommodations necessary to meet the requirements of the PIP are made available to the employee **(T-3)**. However, lowering or changing a performance standard because an employee cannot meet it due to a disability is not considered a reasonable accommodation.

8.3.3.13. Supervisors and Managers will ensure compliance with safety laws and regulations, including accessible emergency egress route or an area of rescue assistance,

thus providing a workplace free from recognizable safety and health hazards, proactively engaging in and supporting accident and illness prevention (T-3).

#### 8.3.4. Employees or Applicants will:

8.3.4.1. Consult and cooperate with the appropriate agency representative in an effort to reach a reasonable accommodation solution (T-3). This requires the employee to:

8.3.4.1.1. When requested, obtain from their personal physician, or provide the physician an authorization to release specific medical or related information pertaining to the request for accommodation and provide it to their manager/supervisor and/or other authorized Air Force official(s) so that the request may be properly evaluated;

8.3.4.1.2. Provide the specifics of the accommodation requested and how the requested accommodation allows the individual to perform the essential functions of the job; and

8.3.4.1.3. When requested, provide an updated resume for an assessment of qualifications for use in placement activities associated with reassignment as an accommodation. Timeframes for submitting information may vary. The employee will be notified at the time of the specific request as to when the information is due to management for consideration.

#### 8.3.5. Civil Engineering will:

8.3.5.1. Ensure that all Air Force owned and leased facilities are in compliance with the Architectural Barriers Act (ABA) of October 31, 2008 and the Rehabilitation Act (T-0). This will entail accommodating a qualified disabled applicant or employee in areas relating to building facilities, unless the accommodation requested would create an undue hardship on the Air Force as a whole. Responsibility may include coordinating with contractor agencies in cases of building or facility modifications affecting Air Force owned or leased facilities, and coordinating with installation CPS in the evaluation and provision of equipment or furniture associated with approved accommodation requests. This also includes keeping current with and exploring furniture and equipment sources that specialize in new technology for disabled individuals.

#### 8.3.6. Safety will:

8.3.6.1. Consult and share information with the CPS specifically under conditions where safety of the employee, other employees or the public is a concern (T-3).

#### 8.3.7. AF Health Care Provider (AF HCP)/Occupational Medicine will:

8.3.7.1. Assist CPS or NAF-HRS to determine if the requested accommodation is reasonable and effective only in situations where the need for the accommodation is not obvious and the employee has not provided sufficient documentation to justify the requested reasonable accommodation (T-3). In this event, CPS or NAF-HRS may request an AF Health Care Provider (AF HCP) opinion regarding a civilian federal employee's request for reasonable accommodation if one of the following is available at the servicing medical treatment facility: a dedicated Occupational Medicine Services clinic or a dedicated AF HCP who is privileged to provide the requested opinion and the



medical treatment facility commander determines the clinic has the resources to support this activity **(T-2)**.

8.3.7.1.1. If the Air Force determines the evidence provided by a civilian employee is insufficient to justify the need for a requested accommodation, the AF may offer the employee an appointment for a medical assessment (at no cost to the employee) to be provided by an AF HCP. Refusal of the assessment or failure to comply with a scheduled appointment for assessment may impact the AF decision regarding the employee's request for accommodation. If an employee occupies a position that has medical standards or physical requirements or which is part of an established medical evaluation program, the Air Force may order a medical examination.

8.3.7.1.2. Any medical assessment conducted by the AF HCP for the purpose of determining reasonable accommodation must be job-related and consistent with business necessity **(T-0)**. This means that the assessment is limited to determining the existence of impairment and the possible need for accommodation of functional limitations relative to a specific job or position.

8.3.7.1.3. The CPS or NAF-HRS assists the supervisor, who is responsible for determining if a reasonable accommodation can be made. Determining the ultimate propriety of a request for reasonable accommodation is a managerial and legal matter, not a medical one. It may be appropriate to consult with the local JA office in this process.

#### 8.3.8. AFPC will:

8.3.8.1. Provide contact information in each job announcement for requests from applicants for reasonable accommodations necessary to complete the application process **(T-2)**.

8.3.8.1.1. Designate an individual to be responsible for working with the relevant CPS to ensure that required reasonable accommodation is made for requesting applicants to ensure that they can complete the application process. In many cases, this is the installation DPM .

8.3.8.1.2. Designate an individual to serve as chairperson or active participant for the local Federal Employee Compensation Act (FECA) Working Group and attend Office of Safety and Health Act (OSHA) scheduled meetings **(T-2)**.

#### 8.3.9. Training

8.3.9.1. The requirement to provide reasonable accommodation in training applies to all Air Force sponsored or required training in-house or by outside contractor, and whether provided on or off Air Force property. If the training is provided outside Air Force property, the Air Force has a joint legal obligation with the outside entity to provide reasonable accommodations.

8.3.9.2. Civilian Training Office and/or Force Development Flight will:

8.3.9.2.1. Identify the process to request reasonable accommodation and provide advice and guidance to employees requesting reasonable accommodation to participate in AF-sponsored training and development programs **(T-3)**.

- 8.3.9.2.2. Receive initial requests for reasonable accommodation from employees, when submitted directly to the Office in response to a training application or invitation. In addition, the Office will process requests submitted to supervisors by employees in relation to training or development programs. **(T-1)**.
- 8.3.9.2.3. Forward employees' requests for reasonable accommodation to the appropriate training manager/point of contact **(T-3)**.
- 8.3.9.2.4. Advise individuals selected to participate in a training activity, course or program of their right to reasonable accommodation and inform them to contact the training office or force development flight if they require reasonable accommodation, and what accommodation may be needed **(T-3)**.
- 8.3.9.3. Training Manager/Point of Contact will:
- 8.3.9.3.1. Acknowledge receipt of accommodation requests **(T-1)**.
- 8.3.9.3.2. Review employees' requests for reasonable accommodation **(T-1)**.
- 8.3.9.3.3. Request assistance from the local DPM, SAF/GCA or AF/A1Q when there is a question regarding whether or not sufficient documentation and justification has been provided by employee **(T-1)**.
- 8.3.9.3.4. In the event that the medical documentation is insufficient, the DPM will contact the employee to request additional information to clarify the need for accommodation and possible alternative effective accommodations (see para. 8.6. below) **(T-1)**.
- 8.3.9.3.4.1. The training manager will request additional documentation from the employee, only after consulting with AF/A1Q or SAF/GCA **(T-1)**.
- 8.3.9.3.5. The training manager will engage the employee in an interactive process to determine possible alternative effective accommodation(s) **(T-3)**.
- 8.3.9.4. The Air Force has an obligation to ensure that reasonable accommodations are provided, regardless if the training occurs on Air Force property or elsewhere. It is the joint responsibility of the office sponsoring the employee and the organization sponsoring the training to provide required reasonable accommodations **(T-0)**.
- 8.3.10. DPM will:
- 8.3.10.1. Develop a thorough understanding of the reasonable accommodation procedures and the importance of referring individuals with disabilities who are seeking reasonable accommodation to the proper official(s) in a timely manner **(T-1)**.
- 8.3.10.2. Assist in the reasonable accommodation interactive process by ensuring the commander, manager, CPS, NAF-HRS, EO, supervisors, employees, and other appropriate staff are apprised of issues involving reasonable accommodation requests or needs, and coordinating the various responses and activities required to fulfill the Air Force's responsibility under the Rehabilitation Act and applicable EEOC regulations and enforcement guidelines **(T-1)**.

8.3.10.3. Encourage the use of job accommodation resources available to both managers and employees, i.e., the DoD's Computer/Electronic Accommodation Program (CAP) and the Department of Labor's Job Accommodation Network (JAN) (T-3).

8.3.10.4. Perform all other duties as outlined in 3.15 of this Instruction.

8.3.10.5. Participate in interactive discussions between the employee and the supervisor, at the request of either the employee or the supervisor (T-1). The DPM is available to help facilitate the interactive process by:

8.3.10.5.1. Explaining the reasonable accommodation requirements and options;

8.3.10.5.2. Assisting the supervisor/manager in reviewing requests for reasonable accommodation;

8.3.10.5.3. Advising the supervisor/manager and employee if additional information is needed and whether the request falls under reasonable accommodation regulations (i.e., if the employee has a qualifying disability under the Rehabilitation Act/ADA);

8.3.10.5.4. Consulting with medical personnel on the specific disability requiring accommodation and potential reasonable accommodation solutions;

8.3.10.5.5. Consulting with legal personnel regarding questions of whether a particular condition constitutes a covered disability and any issues regarding reasonable accommodation; and assist the employee in:

8.3.10.5.5.1. Responding to requests for medical documentation and/or specific information about requested accommodations;

8.3.10.5.5.2. Understanding the importance of choices regarding geographic location in the case of reassignment;

8.3.10.5.5.3. Understanding his or her legal responsibilities in providing necessary documentation in accordance with timeframes established in the Air Force's written requests, in order for the documentation to be considered timely;

8.3.10.5.5.4. Assisting the employee and the supervisor/manager in determining what other employee programs, if any, should be invoked or recommended during this process, e.g., OWCP, Employee Assistance Program (EAP).

#### **8.4. Reasonable Accommodation Process:**

8.4.1. Step 1: Initiating a Request. An employee who wishes to initiate the interactive process to obtain reasonable accommodation may make an oral or written request to the immediate supervisor/manager. The request may also come from an individual seeking an accommodation on behalf of the employee, such as family member, friend, DPM, union representative or health care professional. There is no requirement that the request be in writing and the request does not have to contain any special words, such as "reasonable accommodation."

8.4.1.1. As a general rule, the individual with a disability has the most knowledge about the need for reasonable accommodation and therefore should inform the supervisor that an accommodation is needed. However, the supervisor must initiate the reasonable accommodation interactive process (see 8.4.2.), without being asked, if the supervisor: (a)

knows that the employee has a disability, (b) knows, or has reason to know, that the employee is experiencing workplace problems because of the disability, and (c) knows, or has reason to know, that the disability prevents the employee from requesting a reasonable accommodation **(T-0)**. If the individual with a disability states that he or she does not need a reasonable accommodation, the supervisor will have fulfilled her/his obligation **(T-1)**.

8.4.2. Step 2: Interactive Process. To enable the Air Force to maintain accurate records regarding reasonable accommodation requests, employees seeking reasonable accommodation should follow up an oral request by confirming their request in writing (including email or facsimile) to the manager or supervisor. Attachment 11 is a sample Reasonable Accommodation Request Form employees may use. While the written confirmation should be made as soon as possible following the request, it is not a requirement for the request itself. The manager/supervisor will begin processing the request as soon as it is made, whether or not the confirmation has been provided in writing **(T-1)**. Written confirmation is not required when an individual needs an accommodation on a repeated basis (e.g., the assistance of sign language interpreters). In these cases, the written form may only be necessary for the first request although, of course, appropriate notice must be given each time the accommodation is needed.

8.4.2.1. When the supervisor receives the reasonable accommodation request, he or she shall acknowledge receipt of the request and enter into an interactive dialogue process within 10 business days of the request **(T-1)**. The reasonable accommodation process begins as soon as the oral or written request is made to any supervisor in the employee's chain of command. Therefore, communication is a priority throughout the entire process. The supervisor/manager will take a proactive approach in searching out and considering possible accommodations, including consulting the DPM, medical personnel and other appropriate resources for assistance, and will explain the process to the employee **(T-3)**.

8.4.2.2. The supervisor/manager will consult with the individual with a disability to ascertain the precise job-related limitations imposed by the individual's disability and how those limitations could be overcome with a reasonable accommodation **(T-3)**. At this point, the supervisor can request the following information:

8.4.2.2.1. Description of the disability necessitating the accommodation;

8.4.2.2.2. Description of the accommodation, if known, that will permit the employee to perform the essential functions of his or her job/position, and/or which will enable the employee to enjoy the same benefits and privileges in the workplace as non-disabled employees; and

8.4.2.2.3. Sufficient medical documentation that supports or confirms the disability and the need for the requested accommodation, when the disability or need for the requested accommodation is not obvious. Sufficient documentation, as defined by EEOC's Enforcement Guidance (e.g., "Enforcement Guidance: Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (ADA)", is documentation describing the disability; its nature, severity, and duration; and the extent to which it limits the employee's ability to perform the activity or activities. The supervisor may also request from the employee a medical release and medical documentation to support the requested accommodation. (See Section 8.7.)

#### 8.4.3. Step 3: Determining Reasonable Accommodation.

8.4.3.1. In consultation with the individual to be accommodated, the supervisor/manager will identify potential accommodations and assess the effectiveness each would have in enabling the individual to perform the essential functions of the position **(T-3)**. In circumstances where the employee and the supervisor do not agree on the most appropriate accommodation, the supervisor will immediately consult with the DPM to help determine the appropriate effective reasonable accommodation **(T-3)**.

8.4.3.1.1. The supervisor should consider the preference of the individual to be accommodated and select and implement the accommodation that is most appropriate for both the employee and the Air Force. The Air Force need not provide the employee's preferred accommodations, but may choose among reasonable accommodations as long as the chosen accommodation is effective.

8.4.3.2. The employee must cooperate with the supervisor/manager and/or the DPM by: (a) providing the specifics of the accommodation requested and how the requested accommodation will allow the individual to perform the essential functions of the job; and (b) providing the requested medical documentation and medical release(s) **(T-3)**. Failure to provide the information necessary to evaluate the validity of the requested accommodation may result in the denial of the request if not submitted within 20 business days of the request for medical documentation, unless extenuating circumstances exist.

8.4.3.3. The supervisor/manager will identify the essential functions of the job/position, and determine if removing any functions would fundamentally alter the job/position **(T-3)**. Performance standards should not be lowered as an accommodation. Removing a function from the position that is deemed critical to the job/position (an "essential function") is not a reasonable accommodation.

8.4.3.4. If it is determined that an employee is a qualified individual with a disability, after participating in the interactive process and fully examining and researching the reasonable accommodation request, the supervisor/manager will provide a written decision on the request for accommodation in the shortest time practicable, but no later than 30 business days from the date of the original request when the employee's supervisor is the deciding official and there are no extenuating circumstances. In the event medical documentation is requested, the timeframe for processing the accommodation request will stop on the day the request is made to the individual to obtain medical documentation, and will resume on the day that the information/documentation is received by the requester (see Section 8.5., Timeline for Processing Reasonable Accommodation Requests) **(T-1)**.

8.4.3.5. The Air Force has the final decision on which accommodation is implemented, based on factors such as cost, effectiveness and business feasibility, but will consider the preference of the individual to be accommodated and select and implement the accommodation that is most appropriate for both the employee and the Air Force.

8.4.3.6. If it becomes apparent through medical documentation that an accommodation cannot be made in the current job/position for a disabled employee, reassignment as a form of reasonable accommodation will be considered as a last resort option. In such cases, the employee will have an obligation to provide an updated resume for use in the

reassignment consideration process (see Section 8.6., Reassignment as a Form of Reasonable Accommodation)

8.4.3.7. If it is determined, based on medical documentation, that the disabled employee can no longer perform the essential functions of their position, and either a reassignment is not available or the employee is unable to perform the essential duties of positions to which reassignment might be made, the employee will be given assistance by their servicing CPS in applying to OPM for disability retirement, if he or she so chooses (**T-2**).

8.4.3.8. If an alternate accommodation is approved, the written notification should explain both the reasons for the denial of the original accommodation and the reasons it is believed the chosen alternative will be effective.

## **8.5. Timelines for Processing Reasonable Accommodation Requests.**

8.5.1. Processing of all requests should begin immediately regardless of whether written confirmation has been provided. Requirements for repeated accommodations, such as a sign language interpreter, do not require a written confirmation after the initial approval. These provisions are designed to insure the timely processing of reasonable accommodation requests in accordance with the Rehabilitation Act of 1973.

8.5.2. Identify alternates for all individuals involved in receiving, processing or approving accommodation requests. Requests cannot be delayed due to the leave, temporary duty assignment, or other absence or obligation of anyone involved in the process chain.

8.5.3. Forward requests beyond the supervisor's approval authority to the decision-makers at the appropriate level within five business days unless extenuating circumstances exist (as that term is defined below). Upon receipt, the deciding official will notify the requestor he/she has received the request and arrange to meet with the individual to discuss the request and the process.

8.5.4. Decisions and implementation of requests for reasonable accommodation should be processed and implemented in the shortest time practicable, whenever possible. They will be made in no later than 30 business days from the date of the original request when the employee's supervisor is the deciding official and there are no extenuating circumstances. Some requests require processing in a time frame much shorter than the 30 days. These include accommodation requests that enable applicants to apply or compete for jobs, or that will enable an employee to attend and participate in a meeting when only short notice of the meeting was given to the employee.

8.5.5. Extenuating circumstances are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. Extenuating circumstances may include an outstanding request for medical information; the purchase of equipment; employee working with equipment on a trial basis to ensure that it is effective before being purchased; or facility modifications or improvements. If the Air Force determines medical documentation is needed, the decision and implementation will be made within 30 business days from the date the decision maker receives the relevant medical information, absent any extenuating circumstances.

8.5.6. If the time frames cannot be met because of extenuating circumstances that delay the consideration and implementation of a reasonable accommodation, the requestor must be

notified of the reasons for the delay and an approximate date on which a decision is expected. Supervisors and managers will consider temporary measures to assist the person with a disability as an interim step until a decision on or implementation of the requested accommodation can be made **(T-1)**.

8.5.7. Not all accommodations produce the desired outcome. The supervisor, manager, or appropriate individual must monitor the effectiveness of the reasonable accommodation once it has been provided for a period of time to ensure that accommodation is effective **(T-2)**. If the accommodation proves ineffective, the interactive process starts again.

## **8.6. Reassignment/Change to a Lower Grade as a Form of Reasonable Accommodation.**

8.6.1. CPS is responsible for overseeing the reassignment process and change to lower grade process. Reassignment /change to a lower grade is available only to employees with disabilities, not to applicants.

8.6.2. Reassignment/change to a lower grade is only considered if no appropriate reasonable accommodation is available to enable the disabled individual to perform his or her current job/position or if the only effective accommodation would cause undue hardship. If reassignment is being considered, the employee's immediate supervisor will explain why they could not be accommodated in the current position. The immediate supervisor should determine the employee's preferences with respect to the reassignment.

8.6.2.1. Positions appropriate for consideration for reassignment/change to a lower grade of disabled individuals will include: (a) all vacant positions at the same grade, or at a lower grade, within the Air Force in the commuting area or any geographic area to which the employee indicates he or she is willing to move and for which the employee is qualified; and (b) any planned jobs/positions which appropriate officials can reasonably assume will become available over a period of 60 business days, for which the disabled employee is qualified, at same pay, or lower rate of pay.

8.6.2.1.1. The 60 business days will begin at the point in time that management has sufficient information to officially determine that the employee cannot be accommodated in his/her current position, and the employee is notified within the first five business days **(T-1)**.

8.6.2.1.2. Positions/jobs determined to be appropriate for reassignment/change to a lower grade as a reasonable accommodation for which a vacancy announcement has been published are not filled until a written reassignment/change to a lower grade offer has been provided to the qualified disabled employee as long as a selection to fill the position has not been made and there are no pending priority placement matches.

8.6.2.1.3. The employee is provided three business days to either accept or decline the offer. If the employee declines, the agency will proceed with separation action due to employee's declination (and absence of any other effective accommodation besides reassignment/change to a lower grade) **(T-1)**. The agency will proceed with the selection process in accordance with standard selection procedures **(T-1)**.

8.6.2.2. Subject to the provisions of any applicable collective bargaining agreement, the Air Force will not pay for the relocation to the new duty station outside the employee's

current commuting area, unless a paid move would normally be offered because of recruiting or other circumstances, or if OWCP regulations require the payment of moving expenses.

8.6.2.3. The Air Force will have an obligation to reassign a disabled employee to a vacant position that is equivalent in terms of grade, status, or other relevant factors (e.g., benefits, geographical location) for which the employee qualifies.

8.6.2.3.1. Reassignment/CLG may be made only to a vacant position. If the employee is interested in a reassignment, the CPS will begin the search for a position locally. If no positions are found locally, the employee may request to expand the search in this order: a) MAJCOM wide search and b) AF wide search. The CPS/MAJCOM will conduct MAJCOM and Air Force-wide searches for vacancies by reviewing the Request for Personnel Action (RPA) Tracker at [https://mypers.af.mil/app/answers/detail/a\\_id/23172](https://mypers.af.mil/app/answers/detail/a_id/23172). The CPS/MAJCOM will review MAJCOM wide vacancies by selecting the Open Fill RPA Status Report by MAJCOM and/or review Air Force wide vacancies by selecting the Open Fill RPA Status Report. COCOM Daily Fill RPA Status Reports are also available for review. If the CPS/MAJCOM identifies a position for potential placement after conducting an Air Force search AFPC/AFPC/DP3FM, Civilian Force Management Branch, will facilitate and serve as the liaison for both gaining and losing CPS (T-1).

8.6.2.3.2. Search for a reassignment/CLG will last no longer than 60 business days, unless there are extenuating circumstances. As noted in 8.6.2.1.1., the 60 business days will begin at the point in time that management has sufficient information to officially determine that the employee cannot be accommodated in his/her current position.

8.6.3. If the employee would prefer a lower paying position/job in the same commuting area over a change in geographic location, a written request will be submitted to the CPS, NAF-HRS, or DPM at the time the updated resume is submitted. The employee must meet the OPM Operating Manual for Qualifications Standards for General Schedule Positions, OPM Job Qualification System for Trades and Labor Occupations (Handbook X-118C), or other applicable qualification requirements, for any position/job to which reassignment or change to a lower grade is considered (T-0).

8.6.4. The CPS must offer an employee with a disability requesting reassignment must be offered a reassignment/change to a lower grade as a reasonable accommodation to a position for which a vacancy announcement has been published and the employee is qualified for, as long as a selection to fill the position has not been made and there are no pending priority placement matches (T-1). Refer to the PPP Handbook, Ch 4, section C, Exceptions not requiring prior approval, 2i(12) for additional guidance.

8.6.5. The CPS at the gaining installation at which the identified position for reassignment/change to a lower grade is located must involve the gaining organization to ensure that the individual is properly considered and, if qualified, placed in that new position (T-1).

8.6.5.1. The determination as to whether the individual is qualified for the position is to be determined by AFPC in coordination with the gaining organization.



8.6.6. If more than one opportunity for reassignment/change to a lower grade position is available, the employee may indicate preference although management has final discretion to fill positions in accordance with the business needs of the organization. The CPS must document if same grade positions are eliminated from consideration due to undue hardship to the organization and an offer of a lower graded position is made, an explanation of the decision and the circumstances involving undue hardship in the decision letter to the employee (T-1).

8.6.7. Reasonable accommodation does not include placement of an employee to a higher graded position. Promotions and Re-Promotions are not authorized as a form of reasonable accommodation. Reassignment action does not include promotion to a vacant position or automatic promotion, if the employee is reassigned to a position that previously held higher grade level potential. In other words,

8.6.8. The Air Force will have no obligation to create a new position/job in order to provide reassignment/change to a lower grade as an accommodation (T-0).

8.6.9. The Air Force will not displace any current employee from his or her position/job in order to provide another employee with a reassignment/change to a lower grade opportunity as a reasonable accommodation.

8.6.10. Under the disability retirement procedures promulgated by OPM, reassignment/change to a lower grade will be considered whenever an employee seeks disability retirement. Efforts will be made to reassign the employee to a vacant position within the Air Force at the same grade within the commuting area.

8.6.11. In the event an employee with a disability declines a suitable job offer after all documented good faith efforts to provide a reasonable accommodation have been exhausted, the agency may take appropriate personnel actions up to and including removal due to the employee's inability to perform the essential functions of his/her job.(T-0).

## **8.7. Medical Documentation.**

8.7.1. When the disability or the need for reasonable accommodation is not obvious, the Air Force may request medical documentation to determine whether an individual requesting accommodation has a disability, to identify functional limitations and to determine appropriate accommodations.

8.7.2. Only documentation needed to establish that a person has a disability as stipulated in the Rehabilitation Act, and that the disability necessitates a reasonable accommodation will be requested. The Air force will request the employee with a disability to provide relevant supplemental medical information if the initial information submitted does not clearly explain the nature of the disability or how the requested accommodation will assist the requestor to perform the essential functions of the position or enjoy the benefits and privileges of the workplace (T-0).

8.7.3. In most cases, complete medical records cannot be requested because such records may reveal information that is not relevant to determining whether the employee has a disability, or needs an accommodation. Requests for medical information should be narrowly tailored to answer specific questions to help determine if the individual has a

disability and/or if reasonable accommodation is needed (and if so, what specifically is required as a reasonable accommodation).

### **8.8. Medical Confidentiality.**

8.8.1. Supervisors will ensure any medical information obtained from an employee is collected and maintained on separate forms and in separate medical files and be treated as a confidential medical record, except when disclosure is required to inform supervisors of necessary restrictions or accommodations or for emergency medical treatment **(T-0)**.

8.8.2. Supervisors will ensure only information that is necessary to evaluate the eligibility for reasonable accommodation and the effectiveness of proposed accommodations is shared with those responsible for making a determination on the reasonable accommodation request and/or accomplishing the accommodation **(T-0)**.

8.8.2.1. Supervisors will ensure specifics about the employee's medical condition, whether related or not related to the disability, including diagnosis and prognosis, are kept strictly confidential. Supervisors will ensure all medical records are kept separate from employee personnel files and be maintained exclusively in the Official Employee Medical Folder **(T-0)**.

8.8.3. Before making an offer of employment, an employer may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is a requirement for all entering employees in the same job category. Supervisors must ensure requests for medical information and medical examinations of employees must be job-related and consistent with business necessity **(T-0)**.

### **8.9. Denial of Reasonable Accommodations.**

8.9.1. Denials of reasonable accommodation must be in writing and issued no later than 10 business days of the decision to deny the request for reasonable accommodation. Denials must include specific reasons for the denial and the employee or office that made the decision. The employee's manager must notify the individual that he or she has a right to file an EEO complaint, the procedures for doing so, as well as identify and explain any avenues available for informal dispute resolution **(T-1)**. For disability-related complaint procedures, see AFI 36-2706, *Equal Opportunity Program, Military and Civilian*.

8.9.2. If an alternate accommodation is approved, this is a modification not a denial of reasonable accommodation. Written notification should explain both the reasons for the rejection of the original accommodation and the reasons it is believed the chosen alternative is effective.

8.9.3. If it is determined that the employee is not an individual with a disability, no reasonable accommodation is possible, the requested accommodation is not reasonable due to lack of appropriate supporting medical evidence or other necessary information, there is a lack of available vacant jobs/positions for which a disabled employee is qualified, or there is a clear case of undue hardship, a decision letter documenting the denial is issued.

GINA GROSSO, Lieutenant General, USAF  
DCS, Manpower, Personnel and Services

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

5 USC Sec. 2301, *Merit System Principles*

5 USC Sec 2302, *Prohibited Personnel Practices*

5 USC Sec 3301, *Civil Service*

Executive Order 11478, *Equal Employment Opportunity in the Federal Government*, August 8, 1969

*Civil Rights Act of 1964* (42 USC 2000e-16)

Reorganization Plan No. 1 of 1978

*Age Discrimination in Employment Act of 1967* (29 USC 621 et seq.)

Equal Employment Opportunity Commission (EEOC) Policies and Guidance as published in Title 29, Code of Federal Regulations 1614; and Directives

*Presidential Sixteen Point Program for Spanish Speaking Americans*, November 1970

*Civil Service Reform Act*, 5 USC 7201 (otherwise known as the Garcia Amendment)

*Federal Equal Opportunity Recruitment Program* (FEORP), Title 5, CFR 720

*Rehabilitation Act of 1973* (29 USC 701 et seq.)

*Americans with Disabilities Act of 1990*, as amended (42 USC Section 12101)

*The Vietnam Veterans Readjustment Act of 1974* (38 USC 4214)

*Uniformed Services Employment and Reemployment Act of 1994* (38 USC 4301 et seq.)

29 CFR Part 1630

*Office of Personnel Management Hispanic Employment Initiatives—Nine Point Plan*, September 18, 1997

Department of Defense Directive (DoDD) 1020.02, *Diversity Management and Equal Opportunity (EO) in the Department of Defense*, February 5, 2009

Department of Defense Instruction (DODI) 1400.25-V810., *Civilian Personnel Management System: Injury Compensation*

DoDD 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, November 21, 2003

DoDD 5400.7, *DoD Freedom of Information Act (FOIA) Program*, September 29, 1997

DoD Regulation 5400.7 AFMAN 33-302, *DoD Freedom of Information Act (FOIA) Program, Freedom of Information Act*, 5 USC § 552

Executive Order 12900, *Educational Excellence for Hispanic Americans*, October 22, 1994

Executive Order 11487, *Further Amendment to Executive Order 11478, Equal Employment Opportunity in the Federal Government*, May 28, 1998

Executive Order 13145, *To Prohibit Discrimination in Federal Employment Based on Genetic Information*, February 10, 2000

Executive Order 13163, *Increasing the Opportunity for Individuals with Disabilities to be Employed in the Federal Government*, July 26, 2000

Executive Order 13164, *Requiring Federal Agencies to Establish Procedures to Facilitate the Provision of Reasonable Accommodation*, July 26, 2000

Executive Order 13171, *Hispanic Employment in the Federal Government*, October 12, 2000

Executive Order 13230, *President's Advisory Commission on Educational Excellence for Hispanic Americans*, October 12, 2001

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

Executive Order 13583, *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workplace*, August 18, 2011

5 CFR 250, *Human Resources Management in Agencies*, April 28, 2008

EEOC Management Directive 715 (MD-715), *Management Directive, Title VII and Rehabilitation Act Programs*, October 1, 2003

Air Force Form 1206, *Nomination for Award*

Air Force Instruction 33-360, *Publications and Forms Management*

Air Force Policy Directive 36-2, *Civilian Recruitment and Placement*, April 15, 2008

Air Force Policy Directive 36-6, *Civilian Career Management*, October 21, 1999

Air Force Policy Directive 36-27, *Equal Opportunity (EO)*, May 22, 2009

Air Force Policy Directive 36-70, *Diversity*, October 13, 2010

Air Force Manual 36-203, *Staffing Civilian Positions*, December 12, 2002

Air Force Manual 36-606, Volume 1, *Air Force Career Program Management*, May 1, 2011

AFI 36-601, *Air Force Civilian Career Field Management*, July 25, 1994

AFI 36-602, *Civilian Intern Programs*, July 25, 1994

AFI 36-2706, *Equal Opportunity, Program Military and Civilian*, October 5, 2010

AFI 36-2707, *Nondiscrimination in Programs and Activities Assisted or Conducted by the Department of the Air Force*, December 16, 2010

AFMAN 36-2643, *Air Force Mentoring Program*, May 1, 2013

### ***Abbreviations and Acronyms***

**AEP**—Affirmative Employment Program

**AEPM**—Affirmative Employment Program Manager

**AFBAWG**—Air Force Barrier Analysis Working Group  
**AF/JA**—Judge Advocate General of the Air Force  
**AFI**—Air Force Instruction  
**AFMAN**—Air Force Manual  
**AFPC**—Air Force Personnel Center  
**AFPC/DP3 – Directorate of**—Personnel Programs  
**AFPD**—Air Force Policy Directive  
**ANG**—Air National Guard  
**AIEP**—American Indian/Alaska Native Employment Program  
**AIANEPM**—American Indian/Alaska Native Employment Program Manager  
**AAIPEP**—Asian American/Pacific Islander Employment Program  
**AAIPEPM**—Asian American/Pacific Islander Employment Program Manager  
**BEP**—Black Employment Program  
**BEPM**—Black Employment Program Manager  
**CAIB**—Community Action Integration Board  
**CAP**—Computer/Electronics Accommodation Program  
**CAPTEC**—CAP Program Technology Evaluation Center  
**CLF**—Civilian Labor Force  
**CPO**—Civilian Personnel Officer  
**CPS**—Civilian Personnel Section  
**DCPDS**—Defense Civilian Personnel Data System  
**DEOMI**—Defense Equal Opportunity Management Institute  
**DoD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DOP**—Developmental Opportunity Program  
**DPM**—Disability Program Manager  
**DRU**—Direct Reporting Unit  
**DVAAP**—Disabled Veterans Affirmative Action Program  
**EAP**—Employee Assistance Program  
**EARN**—Employer Assistance and Resource Network  
**EEO**—Equal Employment Opportunity  
**EEOC**—Equal Employment Opportunity Commission

**EO**—Equal Opportunity  
**ERI**—Ethnicity and Race Information  
**FOA**—Field Operating Agency  
**FOIA**—Freedom of Information Act  
**FEORP**—Federal Equal Opportunity Recruitment Program  
**FWP**—Federal Women’s Program  
**FWPM**—Federal Women’s Program Manager  
**GAO**—Government Accountability Office  
**GC or SAF/GC**—Air Force General Counsel or Secretary of the Air Force General Counsel  
**HQ USAF or HAF**—Headquarters United States Air Force or Headquarters Air Force  
**HEP**—Hispanic Employment Program  
**HEPM**—Hispanic Employment Program Manager  
**HBCUs**—Historically Black College and Universities  
**HRCAS**—Human Relation Climate Assessment Subcommittee  
**HSIs**—Hispanic Serving Institutions  
**IBAWG**—Installation Barrier Analysis Working Group  
**IMT**—Information Management Tool  
**IWD**—Individuals with Disabilities  
**IWTD**—Individuals with Targeted Disabilities  
**JAN**—Job Accommodation Network  
**LLFSC**—Labor Law Field Support Center  
**MAJCOM**—Major Command  
**MD-715**—Management Directive 715  
**MSPB**—Merit Systems Protection Board  
**NAF—HRS** – Nonappropriated Fund Human Resources Section  
**OPM**—Office of Personnel Management  
**OPR**—Office of Primary Responsibility  
**PA**—Privacy Act of 1974  
**PWD**—People with Disabilities  
**PWF**—Permanent Workforce  
**RCLF**—Relevant Civilian Labor Force  
**SAF**—Secretariat Offices with the HAF (Headquarters Air Force)

**SEP**—Special Emphasis Program

**SEPM**—Special Emphasis Program Manager

**SJA**—Staff Judge Advocate

**TWF**—Total Workforce

**USC**—United States Code

### *Terms*

**Affirmative Employment Program (AEP)**—Each federal agency is required to maintain a continuing affirmative employment program to promote equal opportunity and to identify and eliminate discriminatory practices and policies. 29 CFR § 1614.102 EEOC MD-715 requires agencies to take proactive steps to ensure equal employment opportunity for all their employees and applicants for employment by regularly evaluating their employment practices to identify and eliminate barriers that hamper the advancement of any individual on the basis of race, national origin, sex or disability.

**Affirmative Employment Program (AEP) Reports**—Reports related to such programs as Disabled Veterans Affirmative Action Program, Federal Equal Opportunity Recruitment Program, Management Directive 715, etc. that are required by law, executive order, Air Force or other official entity.

**Air Force Barrier Analysis Working Group (AFBAWG)**—The AFBAWG is led by AF/A1Q and is charged to identify and, if appropriate, propose elimination of barriers to equal employment opportunity in the Air Force. It is responsible for analyzing anomalies found in civilian workplace policies, procedures, and practices with an eye toward identifying their root causes, and, if those root causes are potential barriers, devising plans to eliminate them.

**Agency**—Each authority of the Government of the United States, whether or not it is within or subject to review by another agency, but does not include - (A) Congress; (B) the courts of the United States; (C) the governments of the territories or possessions of the United States; (D) the government of the District of Columbia.

**Air Force Recovery Care Program**—The program encompasses all non-clinical support to seriously wounded, ill and injured Airmen and their families (formerly the Air Force Wounded Warrior Program).

**Air National Guard (ANG)**—The ANG is a federal military reserve force as well as the militia force of each U.S. state, the District of Columbia, the Commonwealth of Puerto Rico, and the territories of Guam and the U.S. Virgin Islands. It, along with each state's Army National Guard component, makes up the National Guard of each state.

**American Indian or Alaska Native**—A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

**American Indian/Alaska Native Employment Program (AIEP)**—Established to enhance the employment and advancement opportunities for American Indian/Alaska Natives in the federal workplace.



**Asian**—A person having origins in any of the original peoples of the Far East, South East Asia, or the Indian subcontinents including, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

**Asian American/Pacific Islander Employment Program (AAEP)**—Established to enhance the employment and advancement opportunities for Asian American/Pacific Islanders in the Federal workplace.

**Barrier**—An agency policy, principle, practice, or condition that limits or tends to limit employment opportunities for members of any race or national origin group, either sex, or for an individual (or individuals) based on disability status.

**Barrier Analysis**—An investigation of anomalies found in workplace policies, procedures, and practices that limit or tend to limit employment opportunities for members of any race or national origin, either sex, or based on an individual's disability status. Barrier analysis identifies the root causes of those anomalies, and if necessary, eliminates them.

**Black or African American**—A person having origins in any of the black racial groups of Africa.

**Black Employment Program (BEP)**—Established to enhance the employment and advancement opportunities for Blacks or African Americans in the federal workplace.

**Business Objects**—Business objects is the Air Force's ad hoc data retrieval and query tool that provides consumers with information to make tactical and strategic decisions.

**Civilian Labor Force (CLF)**—Persons, 16 years of age or over, except those in the Armed Forces, who are employed or are unemployed and seeking work.

**Civilian Personnel Officer (CPO)**—The person who manages the civilian personnel section.

**Civilian Personnel Section (CPS)**—The office responsible for administration of the appropriated fund civilian personnel program at the installation level.

**Collateral Duty**—Official duties and responsibilities assigned to an employee in addition to the primary duties and responsibilities of their primary position. These duties should not exceed 20 percent of their duty time.

**Commander (CC)**—The Air Force commander who has been delegated appointing authority. In complaints filed against personnel in the grades of colonel (or civilian equivalent) or above who are assigned to the Secretariat of Air Staff, a senior civilian with supervisory responsibility over the responsible management official, and no conflict of interest, shall be considered the commander for purposes of settling the complaint. AFMC and Air Force Space Command (AFSPC) center directors exercising delegated appointing authority over civilian employees under their direction may be considered the "Commander" for the limited purpose of EO program oversight, including dismissal and settlement of complaints.

**Computer/Electronic Accommodations Program (CAP)**—An office within the Department of Defense that provides assistive technology and services to individuals with disabilities throughout the federal government free of charge.

**Defense Civilian Personnel Data System (DCPDS)**—An automated personnel data system for civilian employees that captures and stores key position, work history, and other vital information needed to support civilian personnel management.

**Defense Equal Opportunity Management Institute (DEOMI—)**—DEOMI’s mission is to enhance leadership and readiness by fostering military and civilian EO programs and positive human relations through world-class education, training, and research. It offers military and civilian EO education and training for military active duty, guard and reserve, as well as civilians in both resident and non-resident courses.

**Developmental Opportunity Program (DOP)**—Air Force career enhancing program with objectives for providing means by which participants’ capabilities are increased to their fullest extent; opportunity to enter bridge or career positions through on-the-job or formal training; and increase morale.

**Disability Program Manager (DPM—)**—The DPM is appointed to improve the hiring, advancement and retention of individuals with disabilities.

**Disabled Veterans Affirmative Action Program (DVAAP)**—A federal program established to recruit, hire, and train disabled veterans as well as certain veterans of the Vietnam era and of the post-Vietnam era who are qualified for such employment and advancement. Within the Air Force, DVAAO plan requirements are incorporated into the installation AEP reports.

**Discrimination (Civilian EO)**—An unlawful employment practice that occurs when an employer fails or refuses to hire or promote, discharges, or otherwise discriminates against any individual with respect to compensation, terms, conditions, or privileges of employment because of race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, reprisal, genetic information, physical or mental disability; limits, segregates or classifies employees or applicants for employment in any way that deprives or tends to deprive any individual of employment opportunities or otherwise adversely affects his/her status as an employee because of race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age, reprisal, genetic information, physical or mental disability.

**Diversity**—Broadly defined as a composite of individual characteristics, experiences and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes but is not limited to: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity and gender. This concept of diversity is to be tailored as specific circumstances and the law require.

**EEO Groups**—The race, ethnicity, and gender groups plus individuals with disabilities covered by MD-715 for purposes of equal employment opportunity and barrier analysis. These groups are: White, Black or African American, Asian, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, Two or more races; Hispanic or Latino, Non-Hispanic or Latino, male, female, individuals with disabilities, and individuals with targeted (severe) disabilities.

**Employee Assistance Program (EAP)**—The EAP exists as a benefit to support DoD civilians and their families. The program provides free, confidential counseling services on a wide range of wellness and work-life concerns.

**Employer Assistance and Resource Network (EARN—)**—A service of the Department of Labor’s Office of Disability Employment Policy which provides a national telephone and electronic information referral service designed to assist employers in locating and recruiting

qualified workers with disabilities. It also provides technical assistance on general disability employment-related issues.

**Employee**—A civilian employed by any Air Force activity who is paid from either appropriated or nonappropriated funds except non-US citizens, employed outside the United States.

**Equal Employment Opportunity (EEO)**—The right of all employees and applicants for employment to be recruited, selected, work and advance in a manner that is free from unlawful discrimination regardless of their race, color, religion, sex (including pregnancy), national origin, age, disability, or genetic information.

**Equal Employment Opportunity Commission (EEOC)**—The Commission is responsible for, among other things, conducting hearings and issuing decisions on complaints of discrimination in the federal sector, as well as enforcing compliance with section 717 of Title VII of the Civil Rights Act of 1964, as amended; sections 501 and 505 of the Rehabilitation Act of 1973, as amended; section 15 of the Age Discrimination in Employment Act of 1977, as amended; and the Equal Pay Act, section 6(d) of the Fair Labor Standards Act of 1938, as amended.

**Equal Opportunity (EO)**—The right of all Airmen, military or civilian, to equal opportunity in employment, free from discrimination as defined above.

**Equal Opportunity (EO) Director**—An individual (military or civilian) who reports directly to the installation commander to manage the EO complaints program for which the commander is responsible.

**Ethnicity and Race Information (ERI)**—Under the authority of 42 U.S.C. Section 2000e-16 and in compliance with OMB's 1997 Revisions to the Standards for the Classification of Federal Data on Race and Ethnicity, agencies can collect ethnicity and race information on a voluntary basis and use it as necessary to plan for equal employment opportunity throughout the federal government.

**Federal Equal Opportunity Recruitment Program (FEORP)**—A federal recruitment program targeting minority, female, and disabled individuals to establish diverse pools of applicants for referral to selecting officials, in order to ensure equal employment opportunities. Within the Air Force, FEORP plan requirements are incorporated into the installation AEP reports.

**Federal Women's Program (FWP)**—Established to enhance the employment and advancement opportunities for women in the Federal workforce.

**FOIA**—The U.S. Freedom of Information Act is a law ensuring public access to U.S. government records.

**GAO**—The U.S. Government Accountability Office supports the Congress in meeting its constitutional responsibilities and helps improve the performance and accountability of the federal government for the benefit of the American people.

**Genetic Information Nondisclosure Act (GINA)**—GINA prohibits discrimination on the basis of genetic information. It creates a separate form of unlawful discrimination distinct from disability discrimination under the Rehabilitation Act. GINA prohibits discrimination based on genetic information and not on the basis of a manifested condition. The Rehabilitation Act and the Americans with Disabilities Act prohibit discrimination on the basis of manifested conditions that meet the definition of disability. For example, a woman who carries the genetic marker posing a risk for breast cancer (BRCA 2) but who does not have breast cancer is covered by

GINA. If she develops breast cancer, she is likely covered by the Rehabilitation Act, but not by GINA.

**HAF**—Headquarters Air Force, consisting of the Secretariat, Air Staff and certain Field Operating Agencies and Direct Reporting Units.

**Hawaiian or Other Pacific Islander**—A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**Hispanic or Latino**—A person having origins in Cuba, Mexico, Puerto Rico, South or Central America, or other Spanish culture or origin, regardless of race

**Hispanic Employment Program (HEP)**—Established to enhance the employment and advancement opportunities for Hispanics in the federal workplace.

**Hispanic Serving Institutions (HSIs)**—HSIs are colleges and universities in the United States that have at least 25 percent Hispanic undergraduate full-time equivalent student enrollment.

**Historically Black Colleges and Universities (HBCUs)**—HBCUs are institutions of higher education in the United States that were established before 1964 with the intention of serving the black community.

**Individual with a Disability (IWD)**—A person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having an impairment (regardless of whether or not it limits or is perceived to limit a major life activity). The Rehabilitation Act of 1973 (29 USC §791 et seq.) as amended by the Americans with Disabilities Act of 1990, as amended (42 USC §12101 et seq.) requires all Federal agencies to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, unless to do so would cause undue hardship. An employer does not have to employ an individual with a disability who poses a direct threat to the health or safety of him/herself or of others in the workplace.

**Individuals with Targeted Disabilities (IWTD)**—Individuals with targeted disabilities is a subset of all individuals with a disability. Targeted disabilities are those disabilities that the federal government, as a matter of policy, has identified for special emphasis. The targeted disabilities (and the codes that represent them on the Office of Personnel Management's Standard Form 256) are: 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 limb and/or spine (92).

**Installation Barrier Analysis Working Group (IBAWG)**—The IBAWG is a barrier analysis working group made up of representatives from the CPS, NAF-HRS, EO, and diversity communities, along with other appropriate personnel as designated by the installation commander (or equivalent).

**Installation Commander**—For purpose of this AFI, the commander or head of an Air Force activity exercising delegated appointing authority pursuant to AFPD 36-1, *General Civilian Personnel Provisions and Authorities*, over civilian personnel assigned to the organization or activity under his or her command or direction, including field operating agencies and direct reporting units.

**Integrated Delivery System (IDS)**—The IDS is the action arm of the Community Action Information Board (CAIB). The IDS includes representatives of the CAIB that have primary responsibility for advising the Commander and providing services related to individual, family, and community concerns at the installation. The structure and responsibilities of the CAIB and IDS are present and vital at each base to resolve community issues. CAIB and IDS membership is inclusive and is made up of a variety of organizations to include, Equal Opportunity, Personnel, the Chaplain's Office, the Surgeon General, Judge Advocates, Security Forces, Public Affairs and others as deemed appropriate.

**Interactive Process**—An interactive communication process with an employee who has requested an accommodation (or otherwise indicated a need) in order to clarify the specific nature of the disability and identify the appropriate reasonable accommodation. This may include asking relevant questions that will enable the supervisor or management official to make an informed decision regarding Air Force's accommodation responsibilities in a specific situation.

**Job Accommodation Network (JAN)**—JAN is a service of the Department of Labor's Office of Disability Employment Policy which provides free, expert, and confidential guidance, by phone and online, on workplace accommodations and disability employment issues. It possesses extensive resources on reasonable accommodations.

**Labor Law Field Support Center (LLFSC)**—The office within the General Litigation Division of the Air Force Legal Operations Agency that is responsible for providing legal services to installation and commanders in civilian labor and employment disputes. The LLFSC coordinates base-level legal services with the installation Staff Judge Advocate.

**Major Command (MAJCOM)**—A major subdivision of the Air Force that is assigned a major part of the Air Force mission. Major commands report directly to Headquarters United States Air Force (Command and command level mean the same here).

**Major Life Activities**—Functions such as caring for one's self, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working; and the operation of major bodily functions.

**Major Occupations**—Agency occupations that are mission related and heavily populated, relative to other occupations within the agency.

**Management Directive 715 (MD—715)**—The policy guidance that EEOC provides to Federal agencies for use in establishing and maintaining effective EEO programs as required by Title VII and the Rehabilitation Act.

**MD-715 Program**—Each federal agency is required to maintain a continuing program to promote equal opportunity and to identify and eliminate discriminatory practices and policies. 29 CFR § 1614.102. EEOC MD-715 requires agencies to take proactive steps to ensure equal employment opportunity for all their employees and applicants for employment by regularly evaluating their employment practices to identify and eliminate barriers that hamper the advancement of any individual on the basis of race, national origin, sex or disability.

**MD-715 Report**—(Also known as the EEOC Form 715-01) the standard format for federal agencies' use in reporting progress in establishing and maintaining continuous programs of equal

employment opportunity. This document is used to annually report the status of their activities undertaken pursuant to their EEO program.

**Merit System Protection Board (MSPB)**—The federal agency responsible for holding hearings and issuing decisions on complaints or appeals of adverse personnel actions, including disciplinary actions and performance based actions. Appeals to the MSPB may also contain allegations of discrimination, i.e., mixed cases.

**National Civilian Labor Force (NCLF)**—The national CLF is used if a job is recruited nationally, particularly if individuals apply from all parts of the country and the location for which they apply is not a factor in the hiring decision.

**National Origin**—An individual's or ancestor's place of origin. Also applies to a person who has the physical, cultural or linguistic characteristics of a national group.

**Nonappropriated Fund Human Resources Section**—The section responsible for the administration of the Nonappropriated fund civilian personnel program at the installation level.

**PPP**—(Priority Placement Program) – An automated mandatory placement program used to match eligible well-qualified employees, most of who are subject to displacement, with vacant positions throughout DoD.

**Outreach**—Affirmative steps taken to enhance and broaden the recruitment and application pool. This includes presentations and participation in meetings, conferences and seminars with employee and employer groups, professional associations, students, non-profit entities, community organizations and other members of the general public to provide general information about the Air Force, its mission, and employment opportunities.

**People with Disabilities**—See **Individual with a Disability**.

**People with Targeted Disabilities**—See **Individuals with Targeted Disabilities**.

**Physical or Mental Impairment**—Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological; musculoskeletal and special sense organs, respiratory, including speech organs; cardiovascular; reproductive; digestive; genitourinary; hemic and lymphatic; skin; and endocrine; or any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

**Policy**—Statement of important, corporate-level direction, that guides Air Force decisions. It is enforceable, and compliance with it is measurable. Policy is the framework connecting the abstract ideas or principles contained in vision, mission, and purpose statements to the specific and concrete statements of plans, goals, and objectives. Policy can be viewed as establishing bounds within which the organization will operate. Policy provides both a focus for Air Force action and a guide for the behavior of the organization and its members.

**Qualified Individual with a Disability**—A qualified individual with a disability is an individual with a physical or mental impairment, or a record of having such an impairment, that substantially limits one or more major life activities, who can, with or without reasonable accommodation, perform the essential functions of the position that the individual holds or desires. A qualified individual with a disability does not include any employee or applicant who is currently engaging in the illegal use of drugs. For the purpose of MD-715 reporting, Air Force

employees with a disability are those who have indicated having a disability on OPM Standard Form (SF) 256.

**Race**—A division of human beings identified by the possession of traits transmissible by descent and that are sufficient to characterize persons possessing these traits as a distinctive human genotype.

**Reasonable Accommodation**—In general, an accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities, 29 CFR part 1630 app. § 1630.2(o). Reasonable accommodation may include, but is not limited to: (1) making existing facilities used by employees readily accessible to and usable by individuals with disabilities; (2) job restructuring, modifying work schedules, or reassignment of a current employee to a vacant position; and (3) acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters. An employer is not obligated to provide personal use items such as glasses or hearing aids. An employer is not required to remove an essential function of the job as an accommodation. *See* EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No.915.002 (October 17, 2002).

**Record of Such Impairment**—Has a history of, or has been misclassified as having, a mental or physical impairment that substantially limits one or more major life activities.

**Regarded as Having an Impairment**—An individual is “regarded as” having a disability if the individual is subjected to a prohibited action (such as non-selection or termination) based on an actual or perceived physical or mental impairment, whether or not the impairment limits or is perceived to limit a major life activity. An individual only regarded as having such impairment is not entitled to reasonable accommodation.

**Relevant Civilian Labor Force (RCLF)**—The RCLF is used when an announcement is limited to a particular geographic area (e.g., region, state, country or city) or, although the agency or installation advertised nationally for a low-graded position, the only applications received are from the city or country in which the position is located.

**Religion**—A personal set or institutionalized system of attitudes, moral or ethical beliefs and practices held with the strength of traditional religious views, characterized by ardor and faith and generally evidenced through specific religious observances.

**Reprisal**—It is unlawful to retaliate against an individual for opposing employment practices that discriminate based on any of the protected categories or for filing an unlawful discrimination charge, testifying, or participating in any way in an investigation, proceeding, litigation, expressing opposition to a perceived discriminatory practice or requesting reasonable accommodation or a religious accommodation.

**Secretariat of Air Force (SAF)**—All organizations within the Secretary of the Air Force as prescribed by 10 U.S.C. 8014 or established pursuant to the authority granted under this provision.

**Sexual Harassment**—Harassment on the basis of sex is a violation of Title VII of the Civil Rights Act of 1964. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such

conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

**Staff Judge Advocate (SJA)**—Installation official delegated authority to manage the legal support activity. In complaints filed against personnel in the grades of Colonel, Colonel-select, civilian equivalent and above who are assigned to the Secretariat or Air Staff, the term SJA refers to SAF/GC. In this AFI, references to the SJA refer to the Office of the Staff Judge Advocate meaning the SJA or his or her designee.

**Special Emphasis Programs (SEPs)**—Programs established as integral parts of the overall EEO program to enhance the employment, career development, and advancement opportunities of all EEO groups, women, and individuals with disabilities.

**Trigger**—A trigger is a trend, disparity or anomaly that suggests the need for further inquiry into a particular employment policy, practice, procedure, or condition.

**Two or More Races**—Employees who self-identify themselves as members of more than one race.

**White**—A person having origins in any of the original people of Europe, the Middle East, or North Africa.

**Workforce Recruitment Program (WRP)**—The Workforce Recruitment Program for College Students and Recent Graduates with disabilities is co-sponsored by DoD and the Department of Labor. It is a government-wide program that employs eligible college students and recent graduates with disabilities in summer internships and permanent jobs.



## Attachment 2

## SAMPLE APPOINTMENT LETTER FOR COLLATERAL DUTY SPECIAL EMPHASIS PROGRAM MANAGER

Figure A2.1. SAMPLE APPOINTMENT LETTER FOR COLLATERAL DUTY SPECIAL EMPHASIS PROGRAM MANAGER

*(USE APPROPRIATE LETTERHEAD STATIONERY)*

**MEMORANDUM FOR (OFFICE SYMBOL)  
ATTENTION: (NAME OF SEPM)**

FROM: (Office Symbol/Installation Commander)

SUBJECT: Appointment as Special Emphasis Program Manager

In accordance with AFI 36-205, Affirmative Employment Program and *Special Emphasis Programs*, and Department of Defense (DoD) Directive 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, this memorandum authorizes your appointment as the installation/activity collateral Special Emphasis Program Manager (SEPM). As such, you will manage the following program(s): Federal Women's Program; Hispanic Employment Program; Individuals with Disabilities Program; Black Employment Program; Asian American/Pacific Islander Program; and/or American Indian/Alaska Native Employment Program Manager. The Affirmative Employment Program Manager will provide the technical guidance and program direction. By signing below, you agree to a two-year minimum appointment and commitment as a SEPM, devoting at least 20 percent of your time to your designated program. Special Emphasis Program Managers are responsible for developing, implementing, and evaluating their particular component of the Equal Opportunity Program within the installation, or activity. Whereas the outreach and recruitment mechanisms for achieving AEP and SEP objectives are primarily within the civilian personnel function, you will work closely with the Civilian Personnel Section, management, and other stakeholders, including Equal Opportunity in the execution of your SEPM duties.

In order to fulfill your assigned SEPM duties, you must complete the Defense Equal Opportunity Management Institute (DEOMI) Special Emphasis Program Managers Course, managed by the Air Force Personnel Center's Equal Opportunity Office.

Thank you for your willingness to assist me in establishing and enforcing policy in support of the Air Force's SEP efforts.

Signature block and title of Installation Commander

cc: Installation Civilian Personnel Section

(Office Symbol/Name of SEPM), (date of initial memorandum), Appointment as  
Special Emphasis Program Manager

MEMORANDUM FOR (Office Symbol/Civilian Personnel Section)  
(Date)

THROUGH: (Office Symbol/Name of Immediate Supervisor)

I have read the above requirements and understand the two-year minimum commitment,  
including the minimum of 20 percent of regular duty time for SEPM collateral duties. I  
have the support of my immediate supervisor.

Employee Signature Block

(Office Symbol/Immediate Supervisor)

MEMORANDUM FOR (Office Symbol/Civilian Personnel Section)

Approved.

Immediate Supervisor Signature Block

### Attachment 3

#### COMPUTER/ELECTRONIC ACCOMMODATIONS PROGRAM

**A3.1. The Computer/Electronic Accommodations Program (CAP)** is the DoD centrally funded program that provides accommodations to Federal agencies.

**A3.2. CAP Customers.** CAP provides free assistive technology and services to federal employees with disabilities, wounded service members, federal managers, supervisors, and information technology professionals, increasing employment opportunities and access to the information technology environment in the United States and abroad.

**A3.3. CAP Services** provide the following:

A3.3.1. Assistive technology to increase access to the computer and telecommunications environment; individualized needs assessments.

A3.3.2. Funding for sign language interpreters, readers, and personal assistants for employees attending long-term training (three days or more).

A3.3.3. Demonstration and evaluation of assistive technology.

A3.3.4. Expertise in solving accessibility problems through the use of software, hardware, and other adaptive technology.

A3.3.5. Installation, integration and personnel training.

A3.3.6. Disability education and awareness.

A3.3.7. Section 508 training.

**A3.4. Computer/Electronic Accommodation Program Technology Evaluation Center (CAPTEC).** The CAPTEC was developed as a demonstration and assessment facility in order to support the CAP mission to provide assistive technology and related accommodations.

A3.4.1. The CAPTEC is located in the Pentagon and contains computer workstations equipped with a wide variety of equipment designed to accommodate individuals with disabilities.

A3.4.2. People seeking solutions to accessibility challenges can visit CAPTEC to see the assistive technology, compare different solutions, and ensure that the equipment will be compatible with their current computer and/or telecommunications environment.

A3.4.3. Managers and supervisors can learn how assistive technology enables individuals with disabilities to become valuable employees. Assistive technologies available for evaluation at CAPTEC include the following:

A3.4.4. Deaf and Hard of Hearing: Personal computer-based teletypewriters, assistive listening devices, personal amplification, and video communication devices.

A3.4.5. Blind or Low Vision: Computer output devices including screen readers, magnification software, Braille terminals and closed circuit TVs.

A3.4.6. Dexterity Disabilities: Computer input devices, including alternative keyboards, pointing devices, and voice recognition software.

A3.4.7. Cognitive Disabilities: Talking dictionaries, scanner-reader software, and memory aids.

A3.4.8. Communication Disabilities: Word prediction software, text-based devices, and voice amplifiers.

### **A3.5. Wounded Service Member Initiative.**

A3.5.1. CAP works closely with medical providers, therapists, case managers and wounded service members across the nation to ensure that the wounded service members receive appropriate assistive technology for their needs.

A3.5.2. Accommodations are available for service members with vision or hearing loss, dexterity impairments, including upper extremity amputees, and communication and cognitive difficulties.

A3.5.3. Once the appropriate assistive technology has been identified, CAP provides the solutions, free of charge, to support a service member's medical recovery and rehabilitation.

A3.5.4. The CAP Wounded Service Member Initiative provides the following services: Individualized needs assessments; medical and support personnel training; assistive technology and training during recovery and rehabilitation; and accommodations for internships and/or permanent employment within the federal government.

A3.5.5. The ability to use assistive technology during the early phases of recovery can greatly impact rehabilitation outcomes and future employment opportunities. Wounded service members may retain these devices upon separation from active service.

Attachment 4

REASONABLE ACCOMMODATION INFORMATION REPORTING FORM

Figure A4.1. REASONABLE ACCOMMODATION INFORMATION REPORTING FORM

**Name of individual requesting accommodation:**  
\_\_\_\_\_

**Office of requesting individual:** \_\_\_\_\_

**1. Reasonable accommodation: (check one)**

\_\_\_\_\_ Approved (Whether it is what was originally requested or an alternative)

\_\_\_\_\_ Denied

**2. Date accommodation requested:**  
\_\_\_\_\_

**Who received request:**  
\_\_\_\_\_

**3. Date accommodation request referred to Disability Program Manager, if applicable:** \_\_\_\_\_

**4. Determined that individual does \_\_\_\_\_ does not \_\_\_\_\_ have a disability as defined by the Rehabilitation Act; or no disability determination made \_\_\_\_\_**

**5. Date accommodation approved or denied:** \_\_\_\_\_

**6. Date accommodation provided (if different from date approved):**

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**7.If time frames outlined in the procedures were not met, explain why.**

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**8.Job held or desired by individual requesting reasonable accommodation**

*(including occupational series, grade level, and office):*

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**9.Accommodation needed for:** *(check one)*

- Application process
- Performing job functions or accessing the work environment
- Accessing a benefit or privilege of employment (e.g., attending a training program or social event)

**10.Accommodation(s) requested:**

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**11.Accommodation(s) provided** *(if different from what was requested):*

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**12.Cost of accommodation provided:**

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**13.Was medical information required to process this request? If yes, explain why.**

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**14.Sources of technical assistance, if any, consulted in trying to identify possible reasonable accommodations** (*e.g., Job Accommodation Network, disability organization*):

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**15.Comments:**

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**16.Please attach all documentation connected with this request.**

EEOC Form 557b (Revised 04/10) PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE AND MUST NOT BE USED

This form is available at [http://www.eeoc.gov/eeoc/internal/reasonable\\_accommodation.cfm](http://www.eeoc.gov/eeoc/internal/reasonable_accommodation.cfm)

## Attachment 5

**MODEL REPORT OF BARRIER IDENTIFICATION***For use by Barrier Analysis Working Groups***TABLE A5.1 MODEL REPORT OF BARRIER IDENTIFICATION**

INSTALLATION:	Date of Report:
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b> Provide a brief narrative describing the condition or issue.	
<b>BARRIER ANALYSIS:</b> Provide a description of the steps taken & data analyzed to determine cause of the condition.	
<b>STATEMENT OF IDENTIFIED BARRIER:</b> Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	
<b>OBJECTIVE:</b> State the alternative or revised agency policy, procedure or practice recommended correcting the undesired condition.	
<b>RESPONSIBLE OFFICIAL:</b>	



**Attachment 6**

**MODEL REPORT OF BARRIER REMOVAL PLAN**

*For use by the entity having the authority to accomplish barrier removal*

**TABLE A6.1 MODEL REPORT OF BARRIER REMOVAL PLAN**

<b>INSTALLATION:</b>	<b>Date of Report:</b>
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b> Provide a brief narrative describing the condition or issue.	
<b>BARRIER ANALYSIS:</b> Provide a description of the steps taken & data analyzed to determine cause of the condition.	
<b>STATEMENT OF IDENTIFIED BARRIER:</b> Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	
<b>OBJECTIVE:</b> State the alternative or revised agency policy, procedure or practice that was recommended to correct the undesired condition, or proposed modification to the recommendation.	
<b>RESPONSIBLE OFFICIAL:</b>	
<b>DATE OBJECTIVE INITIATED:</b>	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b> Include TARGET DATE (must be specific) If none, reason for declining to act on or modify recommendation.	
<b>REPORT OF ACCOMPLISHMENTS &amp; MODIFICATIONS TO OBJECTIVE:</b>	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	

## Attachment 7

### DEOMI COURSES

**A7.1. Special Emphasis Program Managers (SEPM) Course.** This course develops a base of knowledge and skills that allow graduates to serve as effective collateral-duty and full-time SEPMs. It focuses on the inter/intrapersonal and organizational aspects of EEO and program management skills. Training introduces the causes and effects of discrimination, EEO programs for federal employees/applicants for employment, civilian personnel/human resource management and managing diversity issues. It concentrates on the roles and responsibilities of SEPMs, analyzing EEO data (MD-715), planning, and managing effective Special Emphasis Programs.

**A7.2. Disability Program Managers Course.** This course will further provide students with an understanding of the regulatory guidance of laws and directives supporting disability program practices and procedures. It will provide clarification of specific roles and responsibilities of the Disability Program Manager (DPM) and discuss essential information connecting Human Resources/Personnel Procedures and EEO processes. In addition, this course will provide a basic understanding of reasonable accommodations practices and procedures and information on the Architectural Barriers Act emphasizing accessibility concerns. Participants will further discuss Affirmative Programs of EEO by demonstrating a working knowledge of the Management Directive 715 as it relates to IWD and TD participation in the workforce. Attendees will develop a takeaway brief that is useful in promoting their agencies' Disability Programs by stressing the importance of hiring, promoting and retaining of IWD already in the workforce. This briefing will provide the catalyst to promote the Disability Program to managers and supervisors with the goal of increasing federal employment of individuals with disabilities.

## Attachment 8

### GUIDELINES/SAMPLE ADDENDUM FOR COLLATERAL DUTY SEPMS

#### A8.1. GUIDELINES FOR COLLATERAL DUTIES

A8.1.1. Collateral duty assignments must be in writing (an addendum) and made a part of the official position description (PD) occupation by the employee who receives/accepts the assignment and include the percentage of time preformed.

A8.1.2. Each SEPM should have an addendum tailored to the SEP he/she is managing.

A8.1.2.1. The addendum duties should:

A8.1.2.1.1. Describe the duties and responsibilities that will be performed and be consistent with the provisions of the governing AFI and include any training requirements.

A8.1.2.1.2. Specify which official provides technical guidance, reviews and evaluates the work of the employee, as well as describe the nature of the guidance, review and evaluation.

A8.1.2.1.3. Constitute no less 20% of the person's duty time, but no more than 24%.

A8.1.2.1.4. Not impact the grade level of the official position.

**A8.2.** The employee's supervisor, the employee and the AEPM sign and date the addendum (see AFI 36-205, 3.6.7.1.)

A8.2.1. There is currently no AF standard addendum language, but a sample has been provided. Any addendum language must be approved by the appropriate Personnel Office in order to be added to the employee's official position description.

A8.2.2. An official personnel action is not required when collateral duties are changed, added to, or deleted from a position.

#### A8.3. SAMPLE ADDENDUM LANGUAGE

A8.3.1. The employee serves as the Special Emphasis Program Manager (SEPM) with the concurrence of his/her supervisor.

A8.3.2. The SEPM will (list SEPM training and duties to include the SEPM's relationship and responsibilities relative to the AEPM). {See AFI 36-205, Chapter 3 and 8 as applicable, for assistance and details}.

A8.3.3. The collateral duty SEPM reports to the (insert position) on SEP matters and is to be allowed the equivalent of (insert number) hours a (month, week) OR (20% of their time perform the various duties and responsibilities outlined above. For duties and work responsibilities other than for the SEP, the employee reports to his/her day to day supervisor.

## Attachment 9

## SAMPLE - SPECIAL EMPHASIS PROGRAM ALLOCATION PLAN

TABLE A9.1. SAMPLE SPECIAL EMPHASIS PROGRAM PLAN

SEP Resource Allocation Plan – Fiscal Year 20__ Statement of Objectives and Action Items						
1.Goal: Increase number of women in engineering positions						
Problem statement: A work force analysis revealed that participation rates of women in engineering positions are 3.64% below their comparative representation in the Relevant Civilian Labor Force (RCLF)						
Objectives	Action Items	Responsible	Target Date	Estimated Staff Hours	Items Required	Estimated Cost
A. Enhance recruitment of women for engineering positions	1. Set up recruiting booth at local college job fair	FWPM / NAF-HRS Staffing Spec. (Ms. Hill)	15 Oct 2013	10	Booth rental for one day	\$65.00
	2. Advertise installation vacancies on local radio station (6	FWPM / Public Affairs (Mr. Bill)	15 Nov 2013	5	Broadcast Fee	\$500.00
	3. Attend local Women Professional Engineers annual	FWPM / EN hiring supervisor (Col Gill)	25-27 Oct 2013	3 days	POV mileage (165 miles @ \$.52)	\$85.80

Attachment 10

SPECIAL EMPHASIS PROGRAM ALLOCATION PLAN

Table A10.1 Special Emphasis Program Plan

SEP Resource Allocation Plan – Fiscal Year 20__ Statement of Objectives and Action Items						
1.Goal:						
Problem statement:						
Objectives	Action Items	Responsible	Target Date	Estimated Staff Hours	Items Required	Estimated Cost
A.	1.					
	2.					
	3.					

## Attachment 11

**REASONABLE ACCOMMODATION REQUEST FORM**

Figure A11.1. RESONABLE ACCOMMODATION REQUEST FORM

<b>A. Question to clarify accommodation requested.</b>	
What Specific accommodation are you requesting?	
Is your accommodation request time sensitive?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes, please explain.	
<b>B. Questions to document the reason for accommodation request.</b>	
What, if any, job function are you having difficulty performing?	
What, if any, employment benefit are you having difficulty accessing?	
What limitation is interfering with your ability to perform your job or access an employment benefit?	
Have you had any accommodations in the past for this same limitation?	
Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes, what were they and how effective were they?	
If you are requesting a specific accommodation, how will that accommodation assist you?	
Please provide any additional information that might be useful in processing your accommodation request.	
Return this form to _____	
Signature _____	Date _____