

**EQUAL OPPORTUNITY
EMPLOYMENT
PLAN**

U. S. COMMISSION ON CIVIL RIGHTS
WASHINGTON, D. C. 20425

Equal Employment Opportunity Plan

U.S. Commission on Civil Rights

1121 Vermont Avenue, N.W.

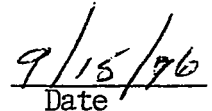
Washington, D.C. 20425

For Period October 1, 1976 to October 1, 1977

Name and Title of Head of Organization

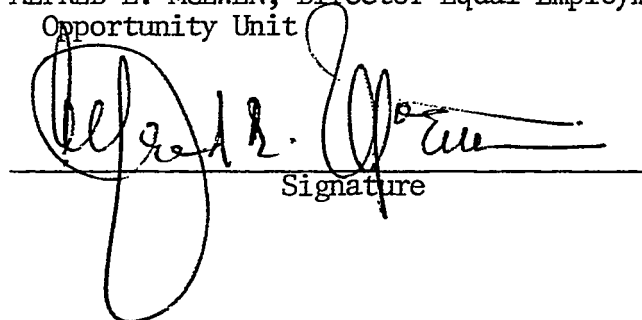
JOHN A. BUGGS, Staff Director

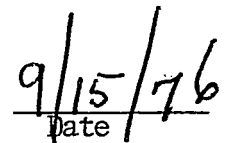

Signature


Date

Name and Title of Principal EEO Official

ALFRED E. MCEWEN, Director Equal Employment
Opportunity Unit


Signature


Date

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PART A - INTRODUCTION

I. Policy and Organization

a. EEO Policy

The U.S. Commission on Civil Rights (CCR), in accordance with the Equal Employment Opportunity Act of 1972, (P.L. 92-261) and its own mandated interests, reaffirms its commitment to the identification and elimination of all-institutional policies and procedures and individual practices that intentionally or otherwise deny an employee or applicant equal employment opportunity because of race, creed, color, sex, age, or national origin. The purpose of this document is to assign responsibility and outline steps for ensuring affirmative recruitment, hiring, and upgrading of minority personnel and women in the Commission.

b. Organization

This section sets forth each level of the Commission responsible for implementing the EEO policy. Areas of responsibility are designated for each individual named, both at the Main Office and at the Regional Offices, with explanations regarding his or her particular role as it affects the Commission's total equal employment program.

1. The Staff Director

The Staff Director is responsible for the establishment and overall direction of the equal employment opportunity program for the Commission.

2. Deputy Staff Director

The Deputy Staff Director, under the direction of the Staff Director, exercises leadership over the development and implementation of the

equal employment opportunity program. The Deputy Staff Director works with the Director of Equal Employment Opportunity, the Spanish Speaking Program Coordinator, the Federal Women's Program Coordinator and the Equal Employment Opportunity Committee, as well as the regular management machinery of the Commission, in carrying out the EEO program.

3. Director of Equal Employment Opportunity

The Director, EEO, who is under the supervision of the Deputy Staff Director, is responsible for the development of an Affirmative Action Plan, procedures, regulations, reports, and other matters pertaining to the EEO policy for Commission employees. The Director, EEO, ensures and evaluates the effectiveness of the EEO program, makes recommendations to the Deputy Staff Director for revisions and improvements, and ensures the prompt and fair processing of discrimination complaints.

The Director, EEO selects the Federal Women's Program Coordinator and the Spanish Speaking Program Coordinator and is responsible for their supervision. The EEO Director also selects and supervises the Commission's Equal Employment Opportunity Counselors.

The Director, EEO ensures that all Commission employees are aware of the names of the above-mentioned individuals and where they are physically located within the Commission. The EEO Director ensures that all Equal Employment Opportunity Counselors are fully cognizant of the requirements promulgated by the Civil Service Commission concerning

the role of the EEO Counselor. The Director, EEO also ensures that all employees are aware of the existence of the EEO program and their rights thereunder, and that they are periodically informed of the status of the EEO program. The Director, EEO also ensures that recognized employee organizations are informed of the content of the EEO program. '

4. Federal Women's Program Coordinator

The Federal Women's Program Coordinator is under the supervision of the Director, EEO and advises him/her on matters affecting the employment and advancement of women in the Commission. After appropriate notification through posters, memoranda and announcement by all Office Directors, individual staff members shall nominate individuals they believe can best serve as FWPC. The Director, EEO shall review the nominations and selects the FWPC from one of the nominees.

As a minimum, the FWPC's responsibilities encompasses the following:

(1) Knowledge of resource materials affecting the program. The FWPC should be cognizant of the status of women in the workforce in the nation, in the Federal Government, and especially, in the Commission. This individual must have a knowledge of the total EEO program, including the discrimination complaint processing procedures.

(2) The Coordinator must either have or have access to, all references of Civil Service Commission's issuances on EEO; access to the Department of Labor's (Women's Bureau) reference material and in addition all Commission directives and guidelines on equal opportunity. The FWPC should be familiar with all FPM Chapters on employment, merit

promotion, training, and statistics to develop a workable background knowledge of the total personnel management program and how the Federal Women's Program fits into the total agency structure.

(3) The FWPC should be able to use statistics effectively to assess program progress and in identifying problems areas through accomplishing in-depth analysis of the agency's workforce. Thus, the FWPC should look closely at factors such as:

- Agency population by grade, pay level, sex
- Population of apprentice programs (Male and Female)
- Training statistics (male-female)
- Promotions (male-female) by occupation and grade level
- Turnover rate (male-female)
- Professional and technical turnover
- Clerical turnover
- Agency average grade-level (male-female)
- Occupational population (male-female)
- Skills available (male-female) in the agency's workforce, in the Federal workforce, and in the nation's workforce.
- Award nominees and selections (male-female)

(4) The FWPC should be able, after review of resource material and careful analysis of the workforce, be able to recognize major problems in his/her agency. Thereafter, the FWPC should work with the Director,

EEO in developing program objectives to resolve these problem areas.

The crucial issue is that the FWPC must identify the main problem areas and construct corrective actions accordingly.

(5) One of the prime areas of concern for the FWPC is that of training--not only in obtaining all available training in EEO and Personnel management, but also:

- Sufficient time and attention should be focused on training and in selecting courses which would benefit all managers and supervisors in EEO and management development areas.
- Special emphasis must be given to women in the agency to ensure that they gain equal opportunity to attend all types of training courses, long-term, short-term, apprentice, training, technical, professional, executive or upward mobility training.
- The FWPC is responsible for obtaining services of female lecturers who would also be considered as trainers.

(6) The incumbent would be responsible for expanding Part-Time employment opportunities for women. This is based upon the fact that great numbers of females in the nation have to work today for various reasons. The FWPC should explore possibilities of what is being done regarding part-time employment opportunities in the agency, what flexibility there might be in work scheduling to accommodate women, students, or handicapped persons, on work weeks other than the normal 40 hour week.

(7) The coordinator should survey the need for a child-care center within the agency or take initiative to join forces with a larger agency already involved in child care programs for staff, if staff indicates a need for child-care services.

(8) The FWPC should assist in the development of the agency's Upward Mobility program focusing on alleviating problem areas surrounding concentration of women in the lower level dead-end positions.

(9) The FWPC should play a vital role in increasing community awareness that this agency is an equal opportunity employer. She (he) should seek the opportunity to speak before women clubs, professional societies, on local television, etc., at local schools, to provide these groups with information on career opportunities for women.

(10) The FWPC is a designated agency official who may receive discrimination complaints based on sex for forwarding to the EEO Director for processing. The FWPC should not become involved in the adjudication of complaints or serve as representative for either the complainant or the agency in individual complaint cases. Rather she (he) should monitor the complaints program by maintaining surveillance on discrimination complaint activity, keeping a record of the number and types of complaints which have been filed with the agency, origin of the complaints, organizational location of complaints, and corrective action being taken when deficiencies are noted. The FWPC should establish a working relationship with EEO Counselors to determine whether employees considering filing complaints are bringing up matters of sex discrimination which indicate problem areas requiring program improvements with which the FWPC is involved.

(11) The FWPC should be evaluated in the total EEO program and not as an adjunct to it. While overall program evaluation of agency EEO responsibilities may be assigned to other key officials in the agency, it is necessary that the FWPC be included in evaluation activities and share in EEO findings. Thus, only by participating in the planning, organizing, and review of Federal Women Program evaluations will the FWPC be in a position to coordinate and recommend or initiate action items towards eliminating barriers to full utilization of women in the agency's workforce.

(12) The FWPC is a major resource individual in the development of the Commission's Affirmative Action Plan. The FWPC is expected to recommend meaningful and pertinent action items directed toward specific problems within the agency. Further, data gained from assessing statistical and other information on women in the workforce can be evaluated to ascertain whether the establishment of priorities would be appropriate to resolve EEO problems involving females in the workforce. Where problems concerning women surface, the FWPC should be assigned the task of "responsible individual" to give needed thrust towards accomplishing those actions items.

(13) The FWPC must possess acceptable writing skills, be capable of developing memoranda for staff on matters pertaining to her (his) position and be able to keep the confidentiality of data discussed regarding information passed to the FWPC concerning the confidential aspects of the position. The FWPC occupies a position under the broad control of

the Office of the Staff Director, as such, the incumbent is a member of the agency's management staff. While tenure should not exceed a reasonable period of time to permit interested persons to volunteer to function in the position, continuation or termination of tenure will be based upon an individual's performance and needs of the agency.

5. Spanish Speaking Program Coordinator

The Spanish Speaking Program Coordinator, is under the supervision of the Director, EEO, and serves as the focal point to assure that equal employment opportunity is provided employees and applicants of Spanish Speaking Background. After appropriate notification through posters, memoranda and announcement by all Office Directors, individual staff members shall nominate individuals they believe can best serve as SSPC. The Director, EEO shall review the nominations and selects the SSPC from one of the nominees.

As a minimum, the SSPC's responsibilities encompass the following:

(1) Knowledge of resource materials affecting the program. The SSPC should be cognizant of the status of persons of Spanish Speaking Background in the nation's workforce, in the Federal government, and especially, in the Commission. This individual must have knowledge of the total EEO program, including the discrimination complaint processing procedures.

(2) The SSPC must either have or have access to, all references of Civil Service Commission's issuances on EEO; all of the agency's directives and guidelines on equal opportunity. The SSPC should be familiar with all FPM Chapters on employment, merit promotion, training, and statistics to develop a workable background knowledge of the total personnel management program and how the Spanish Speaking program fits into the total agency structure.

(3) The SSPC should be able to use statistics effectively to assess program progress and in identifying problem areas through accomplishing

in-depth analysis of the agency's workforce. Therefore, the SSPC should examine closely factors such as:

- Agency Spanish Speaking Background population by grade, pay level, sex.
- Population of apprentice programs
- Promotions by occupation, sex, grade levels
- Turnover rate of all agency staff
 - o Professional and technical turnover
 - o Clerical turnover
- Agency average grade-level for all employees
- Occupational population of the agency
- Skills available in the agency's Spanish Speaking Background staff, in the Federal government and in the nation in the Spanish Speaking Background group.
- Award nominees and selection for agency staff.

(4) The SSPC should be able, after review of resource materials and careful analysis of the workforce, be able to recognize major problems in his/her agency which affect the Spanish Speaking. Thereafter, the SSPC should work with the Director, EEO in developing program objectives to resolve these problem areas. The crucial issue is that the SSPC must identify the main problem areas and construct corrective actions accordingly.

(5) One of the prime areas of concern for the SSPC is that of

training--not only should the SSPC be interested in obtaining all available training in the United States Civil Service Commission for Spanish Speaking Program Coordinators (a mandatory course for the Coordinator) but training in EEO and Personnel management, but further:

- Sufficient time and attention should be focused on training and in selecting courses which would benefit all managers and supervisors in EEO and management which would enhance the effectiveness of the SSPC's program in the agency.
- The SSPC is responsible for obtaining the services of lecturers trained in appropriate Spanish background subject areas who would be considered as trainers.

(6) The SSPC would be required to assist in the development of the agency's Upward Mobility Programs, focusing on alleviating barriers which might preclude agency's Spanish population from actively participating in Upward Mobility programs.

(7) The SSPC should play an important role in increasing community awareness in the Hispanic community that this agency is an equal opportunity employer. She/he should seek the opportunity to speak before Hispanic groups, professional societies, on local television, etc., at local schools, to provide these groups with information on career opportunities in the agency.

(8) The SSPC is a designated agency official who may receive discrimination complaints involving members of the agency's Spanish Speaking background staff. Such complaints are forwarded to the EEO Director for processing. The SSPC should not become involved in the adjudication of complaints of the agency in individual complaint cases. Rather he/she should monitor the complaints program by maintaining surveillance of discrimination complaints activity, keeping a record of the number and types of complaints, organizational location of complaints, and corrective action being taken when deficiencies are noted. The SSPC should establish a working relationship with EEO Counselors to determine whether Spanish Speaking Background employees considering filing complaints are bringing up matters of discrimination which indicate problem areas requiring program improvements with which the SSPC is involved.

(9) The SSPC should be evaluated in the total EEO program and not as an adjunct to it. While overall program evaluation of agency EEO responsibilities may be assigned to other key officials in the agency, it is necessary that the SSPC be included in evaluation activities and share in the EEO findings. Thus, only by participating in the planning, organizing, and review of Spanish Speaking Program evaluations will the SSPC be in a position to coordinate and recommend or initiate action items towards eliminating barriers to full utilization of the agency's Spanish Speaking Background members.

(10) The SSPC is a major resource individual in the development of the agency's Affirmative Action Plan. The SSPC is expected to recommend meaningful and pertinent action items directed toward specific problems within the agency. Further, data gained from assessing statistical and other information on Hispanics in the workforce can be evaluated to determine whether the establishment of priorities would be appropriate to resolve EEO problems involving Hispanics in the workforce. Where problems concerning the group surface, the SSPC should be assigned the task of "responsible individual" to give needed thrust towards accomplishing those action items.

(11) The SSPC must possess acceptable writing skills, be capable of developing memoranda for staff on matters pertaining to his/her position and be able to keep the confidentiality of data discussed regarding information passed to the SSPC concerning confidential aspects of the position. The SSPC occupies a position under the broad control of the Office of the Staff Director, as such, the incumbent is a member of the agency's management staff. While tenure should not exceed a reasonable time to permit interested persons to volunteer to function in the position, continuation or termination of tenure will be based upon an individual's performance and needs of the agency.

6. Office of Management/The Personnel Officer

The Personnel Officer functions directly under the supervision of the Director, Office of Management. As such, many of the actions and responsibilities of these two offices are interrelated with regard to accomplishing the Commission's EEO program. The Personnel Officer provides staff assistance and advice to the Director, EEO, Office Heads, Field Directors, and other supervisors in undertaking activities required by the Commission's Affirmative Action Program. The Personnel Officer, in close liaison with the Director, EEO, is responsible for ensuring that the internal personnel programs, policies, and procedures of the Commission fully meet all provisions of this Plan. The Personnel Officer has a major responsibility within the Commission for developing and maintaining positive recruitment and training of Commission employees.

7. Office Heads, Field Directors, and Other Supervisory Personnel

Supervisors are responsible for being completely familiar with the EEO program of the Commission and for carrying out all directives relating to or outlined in this plan. This includes continually assessing the performance potential and abilities of their staffs in order to afford equal training opportunity and ensuring the establishment of realistic job standards. Supervisors are responsible for recruiting new members of their staffs and in this regard they must fully consider the agency's goals and timetables. Acknowledging that equal employment opportunity includes more than hiring and firing decisions, it is the responsibility

of supervisors to develop and maintain a climate in which equal employment opportunity can flourish for all members of their staffs. Supervisors will be evaluated annually regarding their carrying out of the EEO mandates of the Commission.

8. Equal Employment Opportunity Counselors

Equal Employment Opportunity Counselors will be appointed by the Director, EEO for a two year period to serve the EEO needs of the Commission. After appropriate notification through posters, memoranda and announcement by all Office Directors, individual staff members shall nominate those individuals they believe can best serve as EEO Counselors. The Director, EEO, after consultation with the FWPC and the Spanish Speaking Program Coordinator, shall select from among those nominated three counselors for the headquarters office and one for each field office.

Under the direction of the EEO Director, they will be responsible for:

1. Maintain a continuing open line to management through which employees may informally gain answers or solutions to equal employment problems;
2. Acting as recipients of informal complaints, making necessary inquiries and seeking informal solutions regarding the matter, which may involve consultation with all levels of supervision up to the Office of the Staff Director and the Executive Staff;

3. Counseling the complainant regarding the results of informal attempts to resolve the situation; and,

4. Advising the complainant of his or her right to file a written, formal complaint with the Director of Equal Employment Opportunity if the matter is not resolved to his or her satisfaction.

9. Equal Employment Opportunity Committee

The Equal Employment Opportunity Committee, chaired by the Director of Equal Employment Opportunity, is comprised of the Equal Employment Opportunity Counselors, the Mid-Atlantic Regional Office Counselor, the Federal Women's Program Coordinator, and the Spanish Speaking Program Coordinator. Its members, individually and as a group, consult with supervisors, recognized employee organizations and individual employees in the revision and implementation of the EEO program. The Committee will meet periodically to undertake such tasks as the following:

- Review, evaluate, and revise activities under the Affirmative Action Plan;
- Formulate recommendations to the Deputy Staff Director for correcting program deficiencies and otherwise strengthening the overall EEO program.
- Regional Office EEO Counselors' suggestions, consultation and advice will be solicited in areas affecting the program. Written minutes of Committee meetings are available for inspection in the Office of Director, EEO.

10. Complaint Investigators

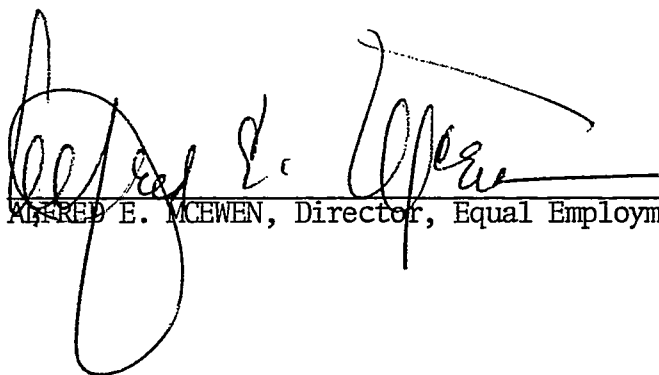
The agency acquired its initial internal complaints investigators in early 1976. Three individuals were trained to perform this service for the Commission, which had heretofore been accomplished on a reimburseable basis by the United States Civil Service Commission. CSC required all agencies to develop indigenous investigators and only provided this service until investigators could be trained. Staff was notified that complaint investigations are to be accomplished by agency investigators from the point of training forward. During times when investigators are involved in complaints, they function directly under the supervision of the Director, EEO.

11. Training and Orientation of Staff

Provisions will be made for continuous training of staff in subjects which will facilitate their support of the Commission's Equal Employment Opportunity functions. The Director of EEO, the Federal Women's Program and Spanish Speaking Program Coordinators, and the EEO Counselors are anticipated to participate in training which will assist them in carrying out their functions as members of the EEO staff.

II. Certification of Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials, full-time or part-time, concerned with administration of the EEO Program, including the Director Equal Employment Opportunity; Federal Women's Program Coordinator; Spanish Speaking Program Coordinator; EEO Counselors; and Complaints Investigators have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings is on file and available for review by Civil Service Commission officials.


ALFRED E. MCEWEN, Director, Equal Employment Opportunity

Date: September 1, 1976

U.S. COMMISSION ON CIVIL RIGHTS

1121 Vermont Avenue, N.W.

Washington, D.C. 20425

III. Allocation of Personnel and Resources for EEO

	Full-Time	Part-Time	Percent	Program Costs
1. EEO Program Administration and Management				
a. EEO Director	1		100	\$28,651.00
b. Federal Women's Program Coordinator		1	20	\$2,696.00
c. Spanish Speaking Coordinator		1	20	\$3,359.00
d. Upward Mobility Coordinator (responsibility of EEO, Dir.)				Included in line 1.a.
e. EEO Counselors		11	10	\$22,359.00
f. EEO Investigators		3	20	\$8,154.00
g. Deputy Staff Director		1	10	\$3,780.00
h. EEO Staff Assistant	1		100	\$11,414.00
i. EEO Clerical Staff	1		100	\$7,976.00
j. Travel for Investigators, Hearing costs, ALLO				\$29,160.00
2. EEO and Personnel Management Training				\$40,459.00
TOTAL				\$158,008.00

PART B - ACCOMPLISHMENT REPORTPART IOBJECTIVESA. Organization and ResourcesAccomplishmentsExplanation of Deviation

1. Appoint an EEO program staff whose members will be expected to spend the following amounts of time on strictly Affirmative Action Plan matters:

EEO Director.....100%
 Administrative Assistant.....100%
 Spanish Speaking Program
 Coordinator.....20%
 Federal Women's Program
 Coordinator.....20%
 Three Main Office EEO
 Counselors.....10%
 Eight Field Office
 Counselors.....10%

FWPC position vacant from
 early July 1976

2. Reissue semi-annually, an announcement of the membership of the EEO Committee, the duties and responsibilities of its members, and the roles and relationships of the EEO program staff, supervisors, and employee organizations. Post on all official bulleting boards:

Accomplished. Staff apprised of their rights as indicated. Photos of new EEO staff made but not processed at this writing.

Organization and ResourcesAccomplishmentsExplanation of Deviation

- | | | |
|---|--------------------------------|---|
| <p>1. The names and office numbers of the EEO Director, the Spanish Speaking and Federal Women's Program Coordinators.</p> <p>2. The names and office numbers of the EEO Counselors and the organizational element he/she serves, the counselors availability to employees or applicants for employment at the Commission and the requirement than an applicant for employment must consult the counselor about his/her allegation of discrimination prior to filing a complaint; and,</p> <p>3. The time limits for contacting an EEO Counselor.</p> | <p>Accomplished.</p> | <p></p> |
| <p>3. Convene meetings of the EEO Committee on a regular basis, as required.</p> | <p>Accomplished.</p> | <p></p> |
| <p>4. Conduct a field trip to Regional offices to provide staffs with direct EEO support. The Director, EEO and members of his staff should travel to Regional Offices.</p> | <p>Partially accomplished.</p> | <p>New AAP reporting date caused proposed trips to be delayed until after new Plan submitted.</p> |
| <p>5. Lectures, movies and special programs pertaining to various EEO topics will be presented during the Plan Year to continue enriching the Commission's EEO efforts.</p> | <p>Accomplished.</p> | <p></p> |

<u>Organization and Resources</u>	<u>Accomplishments</u>	<u>Explanation of Deviation</u>
6. Hold meetings with Union representatives to discuss the 1976 AAP and mutual EEO objectives.	Accomplished. Numerous meetings involving Upward Mobility including Union representation, Deputy Staff Director, Personnel Officer, Director of Office of Management and the Director, EEO were conducted towards reaching acceptable coverage regarding agency's Upward Mobility Programs. Though specific meetings were not conducted to discuss the AAP per se, discussions concerning Upward Mobility were deemed to be of more import since they were accomplished due to high interest manifested by Union. Subject meetings and correspondence continued up to drafting of the 1977 Plan.	Not accomplished; however, EEO Director is, as always, available to meet whenever requested to do so.
7. Meet with Union representatives prior to developing 1977 AAP.		

B. Recruitment Activities to Reach and Attract Job Candidates from All Sources

Objectives

1. Internal goals to upgrade the number of women managers, Native Americans and Asian Americans will be developed for continuing efforts to ease this underrepresentation in Commission.

Accomplishments

Accomplished. The direct results of these efforts were not fully realized at this writing, however, a major woman manager joined the agency late in the Plan Year, upgrading of Asian Americans occurred in the Commission and at this writing, two Native Americans were being considered for positions with the agency.

Explanation of Deviation

Objectives

2. Maintain contacts with institutions of higher learning where probability of recruiting American Indians and Asian Americans is high.

Accomplishments

Accomplished, however contacts did not provide candidates needed and other measures were used to find needed candidates for hire.

Explanation of DeviationC. Full Utilization of Present Skills or EmployeesObjectives

1. Managers must continue to inform minorities and women of all training opportunities (both governmental and non-governmental sources encompassing the Executive Development Program, CSC training and special programs) to foster development of supervisory and managerial skills.

Accomplishments

Accomplished. Eighteen staff members received training which will enhance managerial and supervisory skills.

Explanation of Deviation

2. A committee, comprised of the EEO Director, FWPC and SSPC and representation from the Personnel Office will:

- (1) Review Job Descriptions;
- (2) Confer with supervisors;
- (3) Review the responsibilities of each directorate where the employees involved are assigned; and,

(4) Investigate any other means necessary towards attempting to re-design at least one dead-ended position to affect upward mobility for the individual occupying that particular position. The accomplishment of this item depends upon the availability of the opportunity for such job redesign, dictates of the Commission and other

Not accomplished, per se.

Upon submission of the 1976 AAP CSC required upgrading agency's Upward Mobility Program. That effort required much coordination and thus, replaced this concept for time being. However, the revised Upward Mobility Program gave the agency

Objectives

related factors. Ultimately, it is hoped that such redesign will create a para-professional position for "bridging a gap" between the professional and non-professional job categories.

AccomplishmentsExplanation of Deviation

four candidates in two different categories, all designed to relieve the problem of "dead-end" staff members in lower grades. Thus, the improvements in Upward Mobility more than suffice for deviating from this lower graded effort. Also, one directorate established its own training position which brings the total to 5 available in the agency.

D. Opportunities for Enhancing Employee Skills in Order to Perform at Their Highest Potential and Advance in Accordance In Light of Available Opportunity (Upward Mobility)

Objectives

1. Evaluate the progress and success of the Commission's original and follow-on Upward Mobility Candidates.

Accomplishments

Accomplished. Review revealed certain portions of the program should be revised. New regulation on Upward Mobility will reflect changes. New regulation will be published in Fall, 1976.

Explanation of Deviation

E. Training, Advice, Incentives and Performance Evaluation to Assure Understanding and Support by Supervisors and Managers

1. Agency managers will be evaluated regarding their fulfillment of the Commission's EEO responsibilities.

Accomplished.

Objectives

2. Orientation sessions will be conducted for all new employees of the Commission during their first month of employment.

3. The EEO Director, Administrative Assistant and his staff (FWPC, SSPC, EEO Counselors) will meet with Union representatives at least once per quarter to exchange ideas and suggestions for improving the Commission's program.

Accomplishments

Accomplished. These sessions are conducted by the Personnel Office and performed upon their call.

Acceleration of plan preparation made meeting with Union difficult. However, EEO Director had many meetings with Union on Upward Mobility during Plan Year.

Explanation of Deviation

F. System for Internal Program Evaluation and Periodic Reports to Agency Directors and to Civil Service Commission

1. At least semi-annually, the EEO Director will meet with all Commission Office Heads and at least annually, meet Field Office Directors and their staffs to discuss EEO objectives.

Accomplished. Director, EEO met with Field Office Directors jointly at Retreat for R.O. Directors and with Main office heads throughout year.

<u>Objectives</u>	<u>Accomplishments</u>	<u>Explanation of Deviation</u>
2. Memorandum will be sent to staff soliciting comments and suggestions for developing the Commission's 1977 AAP.		Not accomplished. Due to change in reporting date for Commission's AAP many items or actions had to be curtailed; in a regular Plan Year such actions will take place.
G. <u>Appendix - Programs and Activities for Participation in Employment and Training Programs for the Economically Disadvantaged</u>		
1. The Commission will again isolate three positions for needy youth. One will be hired under the Summer Aid Stay-in-School Program and two under the Inter-Disciplinary Co-op Program.	Accomplished.	

PART II - EEO COMPLAINT PROCESSING

Type of Action	Number Received	Number Processed to Completion	Average Number of Days to Complete
Decision on Merit	6	3	188
Cancellation	0		
Rejection	0		
Withdrawal	0		
Total	6	3	188

III. UPWARD MOBILITY

a. Total number of positions, vacancies filled competitively below GS-10 and equivalent in all series and from all sources 33

b. Number of employees below GS-9 or equivalent who participated in one or more Upward Mobility Program activities and who were promoted or reassigned into:

(1) the same occupational series _____

(2) a different occupational series 4

c. Number of employees below GS-9 or equivalent who participated in one or more Upward Mobility Program activities but who neither were promoted nor reassigned..... 2

IV. Discrimination Complaints

a. Counseling Activity During Previous Plan Year

The ratio of counselors to full-time permanent employees is 23.6.

Kind of matter giving rise to the request for counseling:	Number of persons alleging discrimination on the basis of:							
	Race	Color	Religion	Sex-Female	Sex-Male	Nat'l Origin	Age	Total
<u>Personnel Action</u>								
Appointment								
Promotion	4			3	1	2		10
Reassignment								
Separation								
Suspension						1		1
Other (specify)								
<u>Matter</u>								
Detail								
Training								
Duty Hours								
Reprimand	2							2
Other (specify) Different treatment	6							6
Total Number of Persons Counseled During the Year:								19
Total Number of Instances of Counseling During the Year:				3	1	3		26

c. Discrimination Complaint Processing during
Previous Plan Year

- (1) Number of complaints on hand at beginning of year 1
(Count each complainant in a consolidated complaint as a separate complaint.)
- (2) Number of complaints received during the year 5
(Count each complainant in a consolidated complaint as a separate complaint.)

Kind of matter giving rise to the complaint:	Discrimination alleged on the basis of:							Total
	Race	Color	Religion	Sex- Female	Sex- Male	Nat'l Origin	Age	
<u>Personnel Action</u>								
Appointment								
Promotion	4			1		1		6
Reassignment	1			1				2
Separation								
Suspension								
Other (specify) Reprisal	1							1
<u>Matter</u>								
Detail								
Training								
Duty Hours								
Reprimand								
Other (specify)								
Total	6			2		1		9

- (3) Number of complaints closed during the year 2
(Count each complainants in a consolidated complaint as a separate complaint.)
- (4) Average time, in days, for processing an EEO complaint case (including all cases closed) during the previous plan year: 188 days
- (5) Number of complaints on hand at close of year 4
(Count each complainant in a consolidated complaint as a separate complaint.)
- (6) Number of allegations of reprisal 1
- (7) Number of class actions 0

PART C REPORT OF ASSESSMENT

In developing this report of assessment of the agency's current EEO situation, certain data were acquired through the EEO Committee, comprised of the Director, EEO, four Counselors and the Coordinator of the Spanish Speaking Program. At this writing, the agency is reviewing candidates for Federal Women's Program Coordinator. Additional support came through the local labor union outlet (AFSCME) Local No. 2478, in regards to the agency's Upward Mobility Program. It must be stated that this initial Plan developed under the new FPM Letter 713-22 caused actual writing of the Plan to remove some of the emphasis intended in conducting planned activities for the 1976 Plan. Thus, it is believed that the agency cannot assess total impact of functioning effectively as programmed until the machinery for developing agency plans under the new procedure becomes more a matter of routine. Even with the advent of the new program coupled with the situation outlined it is felt that the agency is meeting its responsibilities to ensure equal opportunity for all individuals. There remains, however, more to be done if we are to achieve the ultimate aim for the agency---that of having the best EEO Program in the Federal Government.

1. Organization and Resources

a. Criteria for Measuring Productivity and Cost-effectiveness of EEO Staff.

The size of this agency's EEO Staff makes it rather difficult to effectively measure its effectiveness. However, due to the mission and

the cognizance of staff regarding Equal Employment Opportunity Laws and individual rights, effectiveness can be measured through the high degree of interest in the EEO Program; continuous critiques of the full program and especially of certain facets maintained by the Director EEO, i.e., Upward Mobility Program, and the strong Labor Union outlet in force at the Commission which effectively serves the interest and ensures the rights of staff members. Only the Director and the Staff Assistant occupy full time EEO positions with the remainder of staff devoting 10 to 20 percentiles to EEO responsibilities. Cost-effectiveness can be measured through the efficient manner in which Counselors support complainants. Overall cost-effectiveness can again be measured by examining the speedy processing of EEO Discrimination Complaints from their commencement through the Final Phase.

b. Access of EEO Director to Top Officials

The EEO Director has direct access to the Staff Director, Deputy Staff Director and to all top agency supervisors. As a matter of course, the EEO Director recommends eligible job candidates for vacancies and makes continuous visits to managers towards advancing heterogeneity in hiring and staffing. The EEO Director also makes periodic contacts with agency managers where problems become evident in particular offices towards alleviating such problems areas. On special occasions, the EEO Director makes presentations or acts as a standard for EEO in meetings involving agency Commissioners and the Executive Staff.

c. Training of EEO Program Officials

All EEO officials have received basic training in their areas of

specialization. There is a need for further training, e.g., the Counselors should receive the advanced Counseling course, further training should be given the SSPC and at this writing the post of FWPC is being filled. However, the FWPC should also receive other training in addition to the basic FWPC course. The EEO Director is scheduled to take the Labor Relations Course for Managers and should take other courses related to EEO/Personnel as well.

d. Fiscal Controls Established to Account for EEO Resources

The Budget Office maintains strict controls on funds involved in accomplishing the EEO Program, expanded during the year to include funding allocated the Complaints Division. That office became a part of the EEO program as of December 15, 1975. EEO budgeting involves the main program's thrust, i.e., AAP programming, Complaints processing and support of the two coordinators. Upward Mobility training expenses are maintained under Training in the Personnel Office. At this writing, resources devoted to EEO are quite broad for an agency of such a small population. Most similar agencies do not have a full time Director nor a budget as large. EEO Program Administration totals \$158,008.00.

e. Delegation of Authority of EEO Officials for Preparing Dispositions and to Resolve Complaints of Discrimination

The EEO Director is given full authority to prepare dispositions and to resolve complaints of discrimination. The EEO Director acts as both EEO Officer and Director, prepares dispositions which are

reviewed by both the General Counsel and the Personnel Officer for legal and Personnel sufficiencies. Thus, full machinery of the Commission comes into use. This agency has had a large number of complaints for its size, but such is believed attributable to the distinct mission of the agency coupled with the profound knowledge of our staff regarding their rights in the complaints process. At the same time, it has been possible to adjust discrimination complaints within the agency during this reporting period prior to proceeding to the Hearing Phase. Cost savings and other factors accomplished were considerable. This should outline the import placed upon the program as well as the authority given the Director, EEO.

f. Coordinators of Women's, Spanish Speaking and Upward Mobility Programs Provided With Ample Time to Fulfill Roles and Accomplish Objectives.

Both the Women's and Spanish Speaking Program Coordinators function at the twenty percentile in their part time roles for the agency. This has been sufficient time in the past, which amounts to approximately one work day per week. The Director, EEO manages the Upward Mobility Program as an extension of his overall responsibilities, program objectives are effectively accomplished within routine parameters.

g. Alternative Delegation of Authority For Accomplishing Expeditious Handling of Complaints of Discrimination Filed Against EEO Staff.

Complaints of discrimination involving the EEO Staff are handled in the following manner: (1) An EEO Officer is deputized to function

on the basic portions of the complaint separate and apart from the EEO Directorate. That individual is provided with supportive data and forms as well as training to function on the complaint;

(2) That individual develops the Proposed Disposition. The remainder of the agency's EEO machinery functions in a normal or routine manner;

(3) Counselors are told in cases where the EEO Directorate is involved or where complainants request the EEO Directorate not be informed in the Pre-Complaint Phase, to indicate to the EEO Director that they (the Counselors) are working with a complainant and provide no further details of the situation in which they are involved. This is to provide support for Counselors. Oftentimes when Counselors are not working in their prime areas of responsibility the EEO Director will be queried by managers to ascertain whether Counselors are actually involved in Complaints business. Such will suffice to provide that kind of support. The deputized EEO Officer is not a permanent team member but a position filled by an individual as the situation arises. The agency has just completed such an arrangement and it was achieved with a high degree of success and within normal parameters established by the agency for accomplishing expeditious handling of Complaints of Discrimination.

h. EEO Officials Percentile Participation on EEO Program Matters

Both the Director of EEO, his Staff Assistant and the Complaints Division devote 100 percent of their time to the program. Women's and Spanish Speaking Program Coordinators devote twenty percent of their time to their roles; Counselors 10 percent and the Investigators 100 percent during investigations. The Deputy Staff Director, General Counsel, Personnel Officer and finally, the Staff Director are involved as the situation dictates, oftentimes these individuals can be deeply involved (as can prime managers as well) but percentages would be difficult to estimate in these situations. It can be safely stated that this agency professionally carries out its responsibilities regarding expeditious and just handling of discrimination complaints and any agency machinery needed to achieve mandated objectives is placed into motion to achieve those aims.

i. EEO Involvement with Personnel Office Functions

The EEO staff does not duplicate Personnel Office functions. The size of the agency dictates that EEO/Personnel functions be mutually supportive. Thus, the Personnel Office seeks and receives technical advice from the EEO Office as does the EEO Office from the Personnel Office.

2. Discrimination Complaints

a. Staff Accessibility to Counselors at all Agency Locations.

The Commission has three Counselors available at the Main Office and one at each of the eight Regional Offices. They include Blacks, Non-Minortiy, and Spanish Speaking of both sexes.

b. Training Received by Counselors.

All Counselors have received the basic course. Some will be scheduled for the advance Counselor's course during this Plan Year, but at least all will have been trained in the advance course within the next 18 months. Training schedules will be contingent upon prime mission requirements and availability of Regional Office staff to the U.S. Civil Service Commission course.

c. Authority of Counselors to Solve EEO Matters Brought Before Them.

Commission Counselors have full authority to resolve matters brought to their attention in the Informal Phase of a Complaint, however, they have no authority to impose a settlement. They also have authority to function on special areas assigned them by the Director, EEO such as gathering Personnel data for special reports and supportive functions involved with carrying out the requirements of the AAP.

d. Evaluation of Counselors.

Counselors are evaluated annually each January. These evaluations are based upon an individual's ability to perform Counselor responsibilities. If they are unable to fulfill their responsibilities in a timely and professional manner they can be replaced. Effective support of agency staff is the prime responsibility of this body. Two Counselors were recommended for special recognition due to superior performance.

e. The Most Time-Consuming Process in the Discrimination Process.

The most time-consuming process in reaching a decision on individual complaints occurs at the Appeals Level. Heretofore this portion of the process has been extremely time-consuming. For small agencies long delays keep complainants in a constant state of limbo as well as sustaining the situation far in excess to what should be expected. This agency has had to request Investigative support from the United States Civil Service Commission in the past. This has also caused some delays in the process due to long intervals between starting on the complaints and the times involved in investigating. Recently the agency acquired its first indigenous Investigators who function under the Director, EEO. This should provide for more expeditious investigations as well as save considerable funds previously used to pay for these services at CSC. Therefore, one additional time consuming sequence has been greatly curtailed. In this instance, a valuable portion of the process is now under this agency's control.

f. Personnel Management and EEO Training For Investigators.

Agency Investigators are entirely new, the last of the three was trained in May 1976. Thus, they have only had the basic Investigator's Course at CSC. They must be scheduled for training in EEO, personnel and other areas during the Plan Year.

g. EEO Officer Delegated to Prepare Dispositions.

The EEO Director fulfills the responsibilities of an EEO Officer as well. He has full authority to prepare the agency's Proposed

Disposition. Final Decisions are prepared by the Deputy Staff Director in accordance with CSC directives. However, in regard to preparation of the Proposed Disposition, the Staff Director generally supports conclusions of the EEO Director.

h. Review of EEO Decisions.

Proposed Dispositions are reviewed by the General Counsel and the Personnel Officer for sufficiency purposes. The final reviews are made by the Acting General Counsel although a staff Attorney may have reviewed the EEO Director's analyses and conclusions; the same holds true for the Personnel Officer.

i. Privacy and Freedom of Information Act Problems.

This agency has up to this writing encountered no problems which could not be effectively acted upon due to the Privacy and Freedom of Information Act.

j. Evaluation of the Complaints Process.

The Complaints Process is evaluated in several ways. (1) Pre-Complaint actions are continually evaluated in EEO Committee Meetings in order to cancel any shortcomings in the process; (2) Investigative processing and methodology are evaluated in meetings attended by all Investigators towards strengthening that body's actions; and (3) Intra-agency functions on complaints are constantly upgraded and procedural changes are effected towards creating more professional complaints handling. Oftentimes changes are made to the program which are not required by law but are accomplished towards making the process as equitable and judicious as possible to all concerned. For example, although regulations do not require that the

agency inform alleged discriminatory officials when they are involved in complaints, this Commission does inform ADOs even though they will have been contacted by EEO Counselors in the Pre-complaint Processing phase of complaints. Notifications when the actual filing occurs gives ADOs an added impact that they are to be approached in the formal situation----thus the seriousness of the Complaints Process is reinforced.

3. Recruitment

a. Composition of the Commission's Workforce.

As in the past, this agency has devised its own categorization for identifying different levels of employment. This has made for a facile manner in which we can discuss various categories of personnel and at the same time give some indication of the problems inherent in each category. Staffing overall changed only slightly. There was an overall increase of nineteen new employees over the total reported in September 1975 in the 1976 Affirmative Action Plan. (See Tables I and II). Male total enrollment rose from 90 to 100 (37.3% to 38.4%) and Female total enrollment went from 151 (62.7%) to 160 (61.5%). In Males, Non-minorities gained most (they went from 38 or 15.8% to 45 or 17.3%). The agency still has a distinct need for up-grading Native Americans, as noted in the last reporting, the Commission still has a sole Native American enrolled. Although processing had not proceeded to a positive point of assuring enrollment, it is believed an additional Native American is being considered for employment with the agency. If that individual is hired it will assist in up-grading Native Americans, but the problem will still not have been completely solved. An additional enrollment will be commencement of the positive steps needed to rectify this long-standing under-enrollment. Asian American enrollment increased from 7 to 8 (02.9% to 3%). Black enrollment remained static. Mexican American enrollment went from 17 to 21 (07.0% to 8%) and Puerto Rican and other Spanish Speaking enrollment decreased, from 15 to 13 (06.2%

TABLE I
 AGENCYWIDE EMPLOYMENT BY MINORITY GROUP AND BY SEX
 SEPTEMBER 4, 1975

43

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	4 (01.7)	34 (14.1)	7 (02.9)	7 (02.9)	38 (15.8)	90 (37.3)
Female	1 (0.4)	3 (01.2)	90 (37.3)	10 (04.1)	8 (03.3)	39 (16.1)	151 (62.7)
Both Sexes	1 (0.4)	7 (02.9)	124 (51.4)	17 (07.0)	15 (06.2)	77 (31 .9)	241 (100.0) Total

The figures given in parentheses indicate each group's percentage of the total figure.

TABLE II
AGENCYWIDE EMPLOYMENT BY MINORITY GROUP AND BY SEX
June 7, 1976

44

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	5 (2)	35 (13.4)	8 (3)	7 (2.6)	45 (17.3)	100 (38.4)
Female	1 (0.3)	3 (1.1)	97 (37.3)	13 (5)	6 (2.3)	40 (15.3)	160 (61.5)
Both Sexes	1 (0.3)	8 (3)	132 (51)	21 (8)	13 (5)	85 (32.6)	260 (100.0) Total

The figures given in parentheses indicate each group's percentage of the total figure.

TABLE III

STAFF COMPOSITION BY RACE, ETHNIC GROUP, SEX, AND GRADE LEVEL (PERMANENT EMPLOYEES) AS OF Sept. 4, 1975

GRADE	MALE						FEMALE						Total
	American Indian	Asian American	Black	Mexican American	Puerto Rican	White	American Indian	Asian American	Black	Mexican American	Puerto Rican	White	
Level V	-	-	1	-	-	-	-	-	-	-	-	-	1
18	-	-	-	-	1	-	-	-	-	-	-	-	1
17	-	-	2	-	-	-	-	-	-	-	-	-	2
16	-	-	2	-	-	2	-	-	-	-	-	1	5
15	-	-	3	2	-	8	-	-	1	-	-	1	15
14	-	1	4	1	1	7	1	-	1	-	1	5	22
13	-	2	4	-	-	9	-	2	5	1	1	7	31
12	-	-	5	2	1	6	-	-	8	2	1	11	36
11	-	-	2	1	3	3	-	1	9	1	1	3	24
10	-	-	-	-	-	-	-	-	-	-	-	-	0
9	-	-	1	-	1	1	-	-	6	1	2	2	14
8	-	-	-	-	-	-	-	-	5	-	-	1	6
7	-	1	3	1	-	-	-	-	16	2	1	2	26
6	-	-	-	-	-	-	-	-	16	-	1	4	21
5	-	-	3	-	-	1	-	-	15	2	-	1	22
4	-	-	3	-	-	1	-	-	6	1	-	1	12
3	-	-	-	-	-	-	-	-	2	-	-	-	2
2	-	-	-	-	-	-	-	-	-	-	-	-	0
1	-	-	-	-	-	-	-	-	-	-	-	-	0
WG-	-	-	1	-	-	-	-	-	-	-	-	-	1
Total	0	4	34	7	7	38	1	3	90	10	8	39	241

TABLE IV

STAFF COMPOSITION BY RACE, ETHNIC GROUP, SEX, AND GRADE LEVEL (PERMANENT EMPLOYEES) AS OF June 7, 1976

GRADE Level V	MALE						FEMALE						Total
	Native Indian	Asian American	Black	Mexican American	Puerto Rican	White	Native Indian	Asian American	Black	Mexican American	Puerto Rican	White	
	-	-	1	-	-	-	-	-	-	-	-	-	1
18	-	-	-	-	1	-	-	-	-	-	-	-	1
17	-	-	2	-	-	-	-	-	-	-	-	-	2
16	-	-	2	-	-	2	-	-	-	-	-	1	5
15	-	-	3	2	-	9	1	-	1	-	-	1	17
14	-	1	4	1	1	7	-	-	1	-	1	6	22
13	-	2	5	-	-	12	-	1	6	2	-	10	38
12	-	1	5	1	2	8	-	-	9	1	2	8	37
11	-	-	1	2	2	5	-	1	10	2	-	4	27
10	-	-	-	-	-	-	-	-	-	-	-	-	0
9	-	1	1	1	1	1	-	1	8	2	2	4	22
8	-	-	-	-	-	-	-	-	5	-	-	1	6
7	-	-	1	-	-	-	-	-	16	2	1	1	21
6	-	-	1	-	-	-	-	-	18	1	-	2	22
5	-	-	3	-	-	1	-	-	16	2	-	2	24
4	-	-	3	1	-	-	-	-	5	1	-	-	10
3	-	-	-	-	-	-	-	-	2	-	-	-	2
2	-	-	-	-	-	-	-	-	-	-	-	-	0
1	-	-	-	-	-	-	-	-	-	-	-	-	0
WG -	-	-	3	-	-	-	-	-	-	-	-	-	3
Total	0	5	35	8	7	45	1	3	97	13	6	40	260

to 5%). In discussing losses of Hispanics, that group's overall total enrollment was increased with the recent hiring of a new General Counsel, a person of Spanish Speaking background. While this upgrading came after drafting of statistics supporting this Plan, it is believed that this hire is worthy of special note. It is important to indicate that the agency put forth special efforts to find its General Counsel, one of the most important roles in all of the agency.

As in the past, great interest is placed upon the Managers and Supervisors' Category for here is where policy development and the actual running of the agency takes place. Non-minorities still predominate with Males leading the category, but actual numerical and percentages in the category remain static, 37 (75.5% for both years). The Commission gained considerably in the category through its hiring of the aforementioned General Counsel. This search for a suitable candidate covered over two years. Again, the statistics supporting the category do not reflect the hiring of the General Counsel since the hiring came after the statistics were completed. Herewith are the agency categorizations for employment: (1) Category A - Clerical; (2) Category B - Entry Level Professional; (3) Category C - Journeyperson; and (4) Category D - Managers and Supervisors. (1) Clericals increased from a total of 77 employees in the previous reporting period to 87. Appearing for the first time in the category is representation of a Spanish Speaking Background Male employee a breakthrough. Females continue to predominate, overall representation remains 85% even though total enrollment went from 66 in the previous reporting period to 74. (See Tables V and VI).

(2) Tables VII and VIII indicate the Commission's representation of employees in the Entry Level Category. This is the smallest of all categories but it is an important one since the job climate in the Metropolitan Washington area has changed considerably in the past few years and many new employees are starting work experience in this lowest category. Therefore, the Commission must ascertain that as judicious and fair hirings as possible are accomplished when making new hires so that all ethnic groups are represented and all eligibles considered.

(3) Journeypersons are the mainstay of all Federal Agencies (See Tables IX and X) and these individuals may be considered most valuable employees in the sense that they are responsible for ideas and concepts which find shape and meaning as end products. The agency feels any individual reaching this fully qualified, functioning, category has gained his/her expertise through solid, proven workmanship. Thus, it is the largest employment category in the Commission. It has increased over the previous reporting period, from 105 to 116. There are several deficiencies in enrollment continuing in the category. We still have no Native Americans; Asian Americans are still below other representations; and Non-Minority enrollment remains the highest of the category. All possible efforts must be expended to alleviate these shortages. Additional males with Spanish Speaking Background should also be recruited for the category.

(4) The prime category, Managers and Supervisors (Tables XI and XII) remained static over the previous reporting period. As with other

TABLE V
 CATEGORY A--CLERICAL EMPLOYEES, BY MINORITY GROUP AND SEX, AGENCYWIDE
 SEPTEMBER 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	9 (11.7)	0	0	2 (2.5)	11 (14.2)
Female	0	0	52 (67.5)	5 (6.4)	3 (3.9)	6 (7.8)	66 (85.8)
Both Sexes	0	0	61 (79.2)	5 (6.4)	3 (3.9)	8 (10.3)	77 (100.0) Total

The figures given in parentheses indicate each group's percentage of the total figure.

TABLE VI
 CATEGORY A--CLERICAL EMPLOYEES, BY MINORITY GROUP AND SEX, AGENCYWIDE
 JUNE 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	11 (13)	1 (1.1)	0	1 (1.1)	13 (15)
Female	0	0	61 (70.1)	6 (7)	3 (3.4)	4 (4.5)	74 (85)
Both Sexes	0	0	72 (83)	7 (8)	3 (3.4)	5 (6)	87 (100) Total

The figures given in parentheses indicate each group's percentage of the total figure.

TABLE VII
 CATEGORY B--ENTRY LEVEL PROFESSIONAL EMPLOYEES, BY MINORITY GROUP AND SEX, AGENCYWIDE
 SEPTEMBER 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	1 (10.)	1 (10.)	1 (10.)	0	0	3 (30.)
Female	0	0	5 (50.)	0	0	2 (20.)	7 (70.)
Both Sexes	0	1 (10.)	6 (60.)	1 (10.)	0	2 (20.)	10 (100.0) Total

The figures given in parentheses indicate each group's percentage of the total figure.

TABLE VIII
 CATEGORY B--ENTRY LEVEL PROFESSIONAL EMPLOYEES, BY MINORITY GROUP AND SEX, AGENCYWIDE
 JUNE 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	1 (12.5)	0	1 (12.5)	0	0	2 (25)
Female	0	0	3 (37.5)	0	0	3 (37.5)	6 (75)
Both Sexes	0	1 (12.5)	3 (37.5)	1 (12.5)	0	3 (37.5)	8 (100)
							Total

The figures given in parentheses indicates each group's percentage of the total figure.

TABLE IX
 CATEGORY C--JOURNEYPerson LEVEL EMPLOYEES, BY MINORITY GROUP AND SEX, AGENCYWIDE
 SEPTEMBER 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	1 (0.9)	11 (10.4)	3 (2.8)	5 (4.8)	20 (19.0)	40 (38.0)
Female	0	2 (1.9)	30 (28.5)	5 (4.8)	4 (3.8)	24 (22.8)	65 (61.9)
Both Sexes	0	3 (2.8)	41 (39.0)	8 (7.6)	9 (8.6)	44 (41.9)	105 (100.0) Total

The figures given in parentheses indicate each group's percentage of the total figure.

TABLE X
 CATEGORY C--JOURNEYPERSON LEVEL EMPLOYEES, BY MINORITY GROUP AND SEX, AGENCYWIDE
 JUNE 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	2 (01.7)	12 (10.3)	3 (02.5)	5 (04.3)	26 (22.4)	48 (41.3)
Female	0	2 (01.7)	31 (26.7)	7 (06)	2 (01.7)	26 (22.4)	68 (58.6)
Both Sexes	0	4 (03.4)	43 (37)	10 (08.6)	7 (06)	52 (44.8)	116 (100) Total

The figures given in parentheses indicate each group's percentage of the total figure.

TABLE XI
 CATEGORY D--MANAGERS AND SUPERVISORS, BY MINORITY GROUP AND SEX, AGENCYWIDE
 SEPTEMBER 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	2 (4.0)	13 (26.5)	3 (6.1)	2 (4.0)	17 (34.7)	37 (75.5)
Female	1 (2.0)	1 (2.0)	2 (4.0)	0	1 (2.0)	7 (14.2)	12 (24.5)
Both Sexes	1 (2.0)	3 (6.1)	15 (30.6)	3 (6.1)	3 (6.1)	24 (48.9)	49 (100.0) Total

The figures given in parentheses indicate each group's percentage of the total figure.

TABLE XII
 CATEGORY D--MANAGERS AND SUPERVISORS, BY MINORITY GROUP AND SEX, AGENCYWIDE
 JUNE 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	2 (04)	12 (24.4)	3 (06.1)	2 (04.)	18 (36.7)	37 (75.5)
Female	1 (02.)	1 (02.)	2 (04.)	0	1 (02.)	7 (14.2)	12 (24.4)
Both Sexes	1 (02.)	3 (06.)	14 (28.5)	3 (06.1)	3 (06.1)	25 (51.)	49 (100) Total

The figures given in parentheses indicate each group's percentage of the total figure.

categories, upgradings in representation should be accomplished in Asian Americans; Black Females, and all Spanish Speaking Background. The agency made some thrust in upgrading Female managers in the 1974 Plan Year but little has been done to continue with the original movement in this category. Again, top management will continue to recruit Female staff personnel in the supervisor categories, with emphasis on minority Females.

b. Workforce by Major Occupations, Racial, Ethnic, and Sex Groupings.

This listing includes the following Major Job Series in the agency: GS-160, GS-905, GS-301, GS-318, GS-322. As in the previous reporting period, the remainder of the series is a mixture of the GS-3-- and is carried under ALLO GS-3-- to enable a better count of the workforce who would not have been otherwise included in this survey.

GS-610: We note a slight increase in total enrollment over the previous period, from 88 to 94, with Blacks continuing to predominate. Slight increases in Spanish Speaking Background enrollment also occurred. Interestingly, Female and Male representation is exactly equal. (See Tables XIII and XIV).

GS-905: Attorney representation is very important since a good deal of authority and prestige go with assignments in the speciality. Thus, a good cross sectional representation of all groups and females is necessary. Total representation increased from 22 to 24 in this period. Males predominate at this time (62.5% over 37.5%). However, representation

TABLE XIV

Agency-Wide Workforce by Major Job Series, GS-160

June 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male		2 2.1%	15 16%	4 4.2%	5 5.3%	21 22.3%	47 50%
Female	1 1%	2 2.1%	23 24.4%	3 3.1%	3 3.1%	15 16%	47 50%
Both Sexes	1 1%	4 4.2%	38 40%	7 7.4%	8 8.5%	36 38.2%	94 100% Total

TABLE XV

Agency-Wide Workforce by Major Job Series, GS-905

September 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	6 27%	1 4.5%	0	4 18%	11 50%
Female	0	0	3 14%	2 9%	1 4.5%	5 23%	11 50%
Both Sexes	0	0	9 41%	3 14%	1 4.5%	9 41%	22 100% Total

TABLE XVI
Agency-Wide Workforce by Major Job Series, GS-905

June 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	1 4.1%	6 25%	1 4.1%	0	7 29.1%	15 62.5%
Female	0	0	3 12.5%	2 8.3%	0	4 16.6%	9 37.5%
Both Sexes	0	1 4.1%	9 37.5%	3 12.5%	0	11 46%	24 100% Total

between Black and Non-Minority Males is almost even. Since the previous report a breakthrough occurred in Asian American representation but that group as well as Native Americans, and Spanish Speaking Background all need upgrading. Strong recruitment to support these underrepresentations must be accomplished where immediate future vacancies become available. (See Tables XV and XVI).

GS-301: Representation in this series increased slightly over the previous period, it rose from 24 to 32. Now both Male and Female representation is equal, actually Black Female representation is the highest in the series (9 or 28.1%). Again, there is a need to gain representation in both the Asian Americans, Native Americans and to a lesser degree, in Spanish Speaking Background individuals. (See Tables XVII and XVIII).

GS-318: This series representation remained constant, where there was a sole Male represented in the past there are now none. Women have always predominated. The agency has in the past attempted to recruit Males in this and other clerical series but to no avail. Thus, Females will continue to predominate in the future unless the current posture is reversed. (See Tables XIX and XX).

GS-322: There was no noticeable change in previous reporting of this series. Females (and Blacks) predominate as they have in the past, however, a sole Male continues to remain in the series' representation. (See Tables XXI and XXII).

ALLO GS-3--: Very little change occurred in this mixed series over the previous reporting period. (See Tables XXIII and XXIV).

TABLE XVII

Agency-Wide Workforce by Major Job Series, GS-301

September 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	7	0	2	7	16
			29%		8%	29%	67%
Female	0	0	3	1	1	3	8
			13%	4%	4%	13%	33%
Both Sexes	0	0	10	1	3	10	24
			42%	4%	13%	42%	100% Total

TABLE XVIII

Agency-Wide Workforce by Major Job Series, GS-301

June 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	7 22%	0	2 6.2%	7 22%	16 50%
Female	0	0	9 28.1%	2 6.2%	0	5 15.6%	16 50%
Both Sexes	0	0	16 50%	2 6.2%	2 6.2%	12 37.5%	32 100% Total

TABLE XIX

Agency-Wide Workforce by Major Job Series, GS-318

September 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	1 3%	0	0	0	1 3%
Female	0	0	29 80%	2 5.5%	2 5.5%	2 5.5%	35 97%
Both Sexes	0	0	30 83%	2 5.5%	2 5.5%	2 5.5%	36 100% Total

TABLE XX

Agency-Wide Workforce by Major Job Series GS-318

June 7, 1976

66

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	0	0	0	0	0
Female	0	30 86%	0	2 5.7%	2 5.7%	1 3%	35 100%
Both Sexes	0	30 86%	0	2 5.7%	2 5.7%	1 3%	35 100% Total

TABLE XXI

Agency-Wide Workforce by Major Job Series, GS-322

September 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	0	0	0	1 7.6%	1 7.6%
Female	0	0	11 85%	0	0	1 7.6%	12 92.3%
Both Sexes	0	0	11 85%	0	0	2 15.3%	13 100% Total

TABLE XXII

Agency-Wide Workforce by Major Job Series, GS-322

June 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All. Racial/ Ethnic Groups
Male	0	0	0	1 8.3%	0	0	1 8.3%
Female	0	0	10 83.3%	1 8.3%	0	0	11 91.6%
Both Sexes	0	0	10 83.3%	2 16.6%	0	0	12 100% Total

TABLE XXIII

Agency-Wide Workforce by Major Job Series, ALLO GS-3--

September 4, 1975

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	1 5%	0	0	1 5%	2 11%
Female	0	0	13 68%	3 16%	0	1 5%	17 89%
Both Sexes	0	0	14 74%	3 16%	0	2 11%	19 100% Total

TABLE XXIV

Agency-Wide Workforce by Major Job Series, ALLO GS-3--

June 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	0	0	0	3 16%	3 16%
Female	0	0	12 63.1%	2 10.5%	0	2 10.5%	16 84.2%
Both Sexes	0	0	12 63.1%	2 10.5%	0	5 26.3%	19 100% Total

c. Supervisory Positions by Job Series and Grades.

Due to this agency's small size the number of supervisory positions is also relatively small. However, where possible, major series' supervisory positions are identified in Tables XXV, XXVI, XXVII. Supervisory positions by grades are included at the end of this portion of the report.

GS-160: This, the largest Job Series in the agency, has enrolled 25 managers or supervisors. Males dominate with almost even distribution between Blacks and Non-Minority. Female representation is one-half of that that of Male counterparts (8 or 32.% against 17 or 68%). Thus, recruiting should be concentrated in upgrading Female representation. It is here that some positive actions can be made because of the number of personnel and offices involved. Upgrading of all other Minority Groups is necessary and Females are required in all races except Non-Minority.

GS-905: This Job Series has only four supervisory positions at this writing. Of the four positions available, three are occupied by males and one by a Black female. Whenever vacancies become available, the agency should isolate the next vacancy for an additional Female manager.

GS-301: This is the second largest supervisory series in the agency, totalling ten spaces. In this instance, Black Male representation totals fifty percent. There is a need to upgrade all Females and Males in Native American, Asian American and Spanish Speaking Background individuals. The rest of the Job Series are too small to count or are composed of a great number of clericals in which Blacks predominate.

Supervisory Positions by Grades:GS-160:

GS-16 (3)
GS-15 (11)
GS-14 (9)
GS-13 (1)

GS-905:

GS-16 (1)
GS-15 (1)
GS-14 (2)

GS-301:

GS-18 (1)
GS-17 (2)
GS-16 (1)
GS-15 (3)
GS-8 (1)

TABLE XXV

Agency-wide Workforce By Major Job Series, GS-160 Supervisory Positions

June 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	1 (04.%)	6 (24.%)	2 (08.%)	0	8 (32.%)	7 (68.%)
Female	1 (04.%)	0	1 (04.%)	0	1 (04.%)	5 (20.%)	8 (32.%)
Both Sexes	1 (04.%)	1 (04.%)	7 (28.%)	2 (08.%)	1 (04.%)	13 (52.%)	25 (100.%) Total

TABLE XXVI

Agency-wide Workforce By Major Job Series, GS-905 Supervisory Positions

June 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	1 (25.%)	0	0	2 (50.%)	3 (75.%)
Female	0	0	1 (25.%)	0	0	0	1 (25.%)
Both Sexes	0	0	2 (50.%)	0	0	2 (50.%)	4 (100.%)
							Total

TABLE XXVII

Agency-wide Workforce by Major Job Series, GS-301, Supervisory Positions

June 7, 1976

	American Indians	Asian Americans	Blacks	Mexican Americans	Puerto Ricans & Persons of other Spanish- Speaking Background	Non- Minorities	All Racial/ Ethnic Groups
Male	0	0	4 (40.%)	0	2 (20.%)	2 (20.%)	8 (80.%)
Female	0	0	1 (10.%)	0	0	1 (10.%)	2 (20.%)
Both Sexes	0	0	5 (50.%)	0	2 (20.%)	3 (30.%)	10 (100.%)
							Total

d. Number and Kinds of Jobs Expected to be Filled in 1976-1977.

While there is no way to accurately determine the number and kinds of jobs to be filled in the coming year, we can determine some probable losses based upon prior trends. The agency lost 7 GS-160 series staff members of various grades in 1975-1976 and 15 of the same series in the previous year. Thus, we can estimate that approximately 10 GS-160 series jobs will be filled in the Plan Year. The next major series, GS-905, had no losses in 1974-1975 and only 3 in the period, 1975-1976. Therefore, 1-3 departures are anticipated in this Plan Year. The rest of the main series; GS-301; 318; 322, should average 3 departures each in the coming year. Collectively, the agency could anticipate approximately 25 vacancies. For past turnover rates please see Tables XXVIII through XXXI.

e. Comparison of Agency Occupational Data with Appropriate Federal Civil Workforce Data.

The issued support document from Office of Federal Equal Employment Opportunity dated April 28, 1976 shows the following all agency data regarding this agency's Major Job Series.

<u>Occupation Code & Title</u>	<u>% Women</u>	<u>% Minority</u>	<u>% Black</u>	<u>% Hispanic</u>
160-Equal Opportunity (3,522)	33.0 24.7-41.3	61.2 45.9-76.5	47.1 35.3-58.9	11.4 8.5-24.3
905-General Attorney (11,762)	9.2 6.9-11.5	5.0 3.7-6.3	3.7 2.8-4.6	.7 5.-.9
301-Gen. Clerical & Administration (129,088)	57.4 43.0-71.4	22.0 14.5-27.5	17.8 13.3-22.3	2.4 1.8-3.0
318-Secretary (60,296)	99.2 74.4-100.0	16.6 12.4-20.8	13.1 9.9-16.4	1.9 1.4-2.4

<u>Occupation Code & Title</u>	<u>% Women</u>	<u>% Minority</u>	<u>% Black</u>	<u>% Hispanic</u>
322-Clerk-Typist (66.448)	95.6 71.6-100.0	22.8 17.1-28.5	17.5 13.1-21.9	3.6 1.7-4.5

The same breakdown of the above information was revealed for this agency:

<u>Occupation Code & Title</u>	<u>% Women</u>	<u>% Minority</u>	<u>% Black</u>	<u>% Hispanic</u>
160-Equal Opportunity (92)	49%	62%	40.2%	16.3%
905-General Attorney (23)	34.7	52.1	39.1	08.6
301-Gen. Clerical & Administrative	50.0	65.6	53.1	12.5
318-Secretary (12)	91.6	100.0	83.3	16.6
322-Clerk Typist (35)	100.0	97.1	85.7	11.4

GS-160 representation was on par or above national averages in almost every category. Hispanic representation was also higher than the national average. Attorneys (GS-905) are above the national averages for almost all ethnic groups, Hispanic representation, was again higher than in the national average. The 301 representation indicated a much higher representation for the agency's workforce than the national average. Blacks representation was almost three times that of the entire nation. In both 318 and 322 categories, Blacks and Females predominate in both agency and national representations, Hispanic representation was much higher in the agency than across the nation.

TABLE XXVIIITURNOVER RATES BY MAJOR JOB SERIES SEPTEMBER 1974 - SEPTEMBER 1975

<u>MAJOR JOB SERIES</u>	<u>NUMBER OF EMPLOYEES</u>	<u>NUMBER OF DEPARTURES</u>	<u>TURNOVER RATE</u>
GS-160	108	15	13.88%
GS-905	13	0	0
GS-301	18	3	16.66%
GS-318	34	11	32.35%
GS-322	14	0	0
ALLO GS-3--	22	2	9.09%

TABLE XXIXTURNOVER RATES BY MAJOR JOB SERIES SEPTEMBER 1975 - JUNE 1976

<u>MAJOR JOB SERIES</u>	<u>NUMBER OF EMPLOYEES</u>	<u>NUMBER OF DEPARTURES</u>	<u>TURNOVER RATE</u>
GS-160	94	7	7.44%
GS-905	24	3	12.50%
GS-301	32	3	9.37%
GS-318	35	4	11.42%
GS-322	12	2	16.66%
ALLO-GS-3--	19	3	15.78%

TABLE XXXTURNOVER RATESENTIRE COMMISSION

<u>Year</u>	<u>Number of Employees</u>	<u>Number of Departures</u>	<u>Turnover Rate</u>
FY 1975	241	44	18.25

COMBINED TURNOVER RATESFY 1975

<u>Unit</u>	<u>Number of Employees</u>	<u>Number of Departures</u>	<u>Turnover Rate</u>
OSD	28	4	14.28%
OM	25	7	28.00%
OIP	17	3	17.64%
OR	18	1	5.55%
OGC	22	2	9.09%
OFO	84	11	13.09%
OPPR	48	11	22.91%
OFCRE	28	5	17.85%
*ONCRI	8	0	0%

*(New office created in last quarter of FY 1975)

TABLE XXXITURNOVER RATESENTIRE COMMISSION

<u>Year</u>	<u>Number of Employees</u>	<u>Number of Departures</u>	<u>Turnover Rate</u>
Fy 1976	260	22	8.46%

COMBINED TURNOVER RATESFY 1976

<u>Unit</u>	<u>Number of Employees</u>	<u>Number of Departures</u>	<u>Turnover Rate</u>
OSD	38	3	7.89%
OM	47	6	12.76%
OIP	Merged with other Units December 15, 1975		
OR	18	1	5.55%
OGC	23	2	8.69%
OFO	79	3	3.79%
OPPR	44	1	2.27%
OFCRE	20	5	25.0%
ONCRI	12	1	8.33%

Agency Responses to Recruitment Queries.

1. Present recruitment sources used by the agency do yield qualified minority and female applicants for achieving organizational needs in almost all instances. A difficult position to fill was that of the agency's General Counsel, one which had been open for a period exceeding two years. The Spanish Speaking Forum, an unofficial organization in the agency, was highly supportive in obtaining qualified applicants for the position. A Spanish Speaking background individual was selected to fill the post. This indicates the attitude of the agency in reinforcing its mandate towards obtaining true heterogeneity as much as possible in its staffing. Other needed minorities are obtained through related sources. For example, the agency needs further upgrading in Asian Americans and thus supported attendance of a staff member at the recent 24th Biannual Japanese American Citizens League's Conference, conducted in Sacramento, California. That participation indicated to attendees the agency's interest in the group and gained possible applicants for positions with the agency. Asian Americans rose in the agency through direct concern for upgrading that group over the past two years, but, as stated, further upgrading is still a necessity. Therefore, the above mentioned conference is deemed a fine source to acquire additional qualified applicants. The Women's Rights Program Unit also plays an important part in the Commission as a resource for women candidates for employment. This support, plus that received from other quarters, has amply provided qualified applicants for agency needs.

2. Agency qualification requirements and procedures for hiring are continuously examined by the EEO Office to ascertain that no EEO barriers

exist in the Commission. This agency is quite sensitive towards EEO and rights of individuals. If qualification requirements or procedures show even a hint of impropriety considerable pressures would be brought upon top management to alter such procedures and qualifications.

3. Recruitment literature reflects this agency's desire for a diversified workforce. Recruitment discussions contain the full spectrum of individuals acceptable to the Commission, i.e., all candidates are welcomed and specifications for positions announced contain information regarding race, color, sex, age religion, etc., so that heterogeneity in staffing is a fact for the agency.

4. The EEO Director assisted in developing the new hires estimate report data. This constituted the first such report developed by this agency and involved a review of turn-over for each staff element, the number of staff members on board, and the proposed number of anticipated employees to be hired in the next year.

5. Recruitment efforts are coordinated throughout the metropolitan Washington area. The EEO Director attends recruitment meetings which provides information on possible candidates for the agency. At the same time, notices of vacancies are distributed broadly as well as are received from numerous local sources.

6. EEO officials provide assistance to the Personnel Office in matters pertaining to EEO. The two offices perform supportive roles to each other, which involves advising each regarding matters of mutual concern, exchanging literature and resumes which leads to potential hires for the agency.

Oftentimes the Personnel Officer or his staff perform recruitment trips in support of agency needs which are established at the direct request of the EEO directorate.

7. The interview and screening processes are continuously reviewed to ensure fair and impartial treatment of minorities and women in the agency.

4. Full Utilization of Skills and Training

1. A survey of current skills and training of the Commission's workforce has been accomplished. The outcome of that survey was the rationale for establishing a new thrust in the Upward Mobility Program. In essence, those with skills and capability to perform at a higher level were considered as possible candidates in the Training and Utilization Program for Underutilized staff. This effort has created three positions for individuals selected with capability built into the program for them to rise to the highest level their talents will permit in the Commission. At the same time one prime directorate has established its own training position to further support underutilized staff. At this writing an individual has been selected who possesses some college training and hopefully that person will develop into a fully qualified professional. An Equal Opportunity Specialist will be assigned to daily support the Upward Mobility candidates. Periodic checks will be accomplished by the EEO staff to ascertain that the program is performing effectively.

2. Information from the survey of skills available for use in considering underutilized employees for positions which will make full use of their skills culminated in the development of the training positions mentioned

above. Perhaps additional positions will be developed as the agency expands in staffing and responsibilities. At present, it is believed that the agency's program is well above agencies of similar size and staffing.

3. A system for updating a record of employee skills and training is not available, however, such a system should be available and will be considered as one of the necessary actions in the coming Plan Year to be accomplished by the EEO Committee.

4. This agency has not conducted time-in-grade studies to determine whether differentials exist by minority status and sex. This is a good review to assist the EEO Staff in accomplishing its mission and this study will be accomplished in the forthcoming Plan Year.

5. This agency has not conducted studies to examine relative upward movement of employees to full performance, professional, supervisory and super-grade levels. Such studies are considered supportive for improving the agency's EEO efforts and this will be accomplished in the forthcoming Plan Year.

6. Career Counseling is available for all employees as well as the agency performs a mandatory annual Career Appraisal on every employee under the auspices of the Career Development Program. This is accomplished by agreement under the Union's negotiated contract Article IX, Section 4.

7. To ensure training opportunities are available on an equitable basis by grade level, occupation, minority status and sex the Commission maintains an annual review of all training programs by the EEO staff.

8. This agency has never established a firm program to determine how positions will be filled intra-or extra-agency with the possibility of a few exceptions mainly in the clerical-secretarial career field. Positions at GS-6 or above are generally filled internally to provide staff an opportunity to gain new grades due to the fact that promotions are exceedingly slow in the clerical-secretarial field above GS-5. The two top clerical positions, i.e., those under the Staff Director and Deputy, are filled from all sources due to the special needs of the two top executives.

9. Internal selection or promotion qualification requirements and procedures have not been examined to determine if barriers to full utilization of skills and training exist. This is a necessary act and will be made a requirement in the forthcoming Plan Year.

5. Upward Mobility for Lower Level Employees

1. Upward Mobility target jobs are systematically identified to meet appropriate current and projected staffing needs. These positions are controlled by the Personnel Office. The agency broadened its program to include candidates to participate in both the College Training and Professionalization Program and Training and Career Transition for Underutilized Staff. In both cases positions occupied by participants are appropriately identified. In projected agency expansions, and where possible, training positions will be recommended and if authorized, will also be appropriately identified.

2. Procedures are established to identify and advance underutilized employees. The EEO Staff maintains a continuing review of staff records to identify persons eligible for the agency's Upward Mobility Programs.

3. A merit based selection system capable of measuring employee potential is established in this agency.

4. A full range of career counseling services is available for staff (shared by the Personnel Office and EEO Directorate). This is coupled with career appraisals performed annually on each employee by Commission managers.

5. Individual development plans are used in the design of training which will enable the Upward Mobility College Training and Professionalization participants to qualify for higher level jobs.

6. The Upward Mobility Program is systematically monitored and evaluated as planned courses of action. A review of Upward Mobility coverage in this Plan provides full details of agency monitoring and evaluation efforts.

7. EEO and Personnel officials continuously seek to improve and expand advancement opportunities for lower level staff. As a matter of information, the expanded Upward Mobility Program was accomplished as a direct result of the EEO Director's efforts; the programming changes in the College Training and Professionalization portion of the program came also as a result of much effort made by the EEO Directorate. On the other hand, a review of similar sized agencies in the Federal Government might reveal some difference regarding where this Commission stands concerning employee support efforts which affect upward mobility. Therefore, if time permits and data are available, the EEO Committee will attempt to develop statistics and report to staff in the Plan Year where the United States Commission on Civil Rights stands in the upward mobility area as compared to similar sized agencies by dollar outlay, individuals involved, etc.

8. The Upward Mobility Program in effect in this agency complies fully with FPM 713-27.

6. Supervisory and Management Commitment

1. All supervisory and management personnel have not attended formal training courses within the past two years which have included coverage of their equal employment opportunity responsibilities. The agency will attempt to rectify this situation through an Action Item in the 1977 AAP.

2. While incentive awards are presented annually no awards have been made to supervisory and managerial personnel for their understanding and support of equal employment opportunity. When an individual meets standards for special recognition an award will be presented.

3. Annual evaluations of supervisory and managerial personnel include a specific item evaluating understanding and support of equal employment opportunity.

7. Community Outreach

1. As in most Washington area Federal agencies this Commission has staff members residing in practically every portion of the metropolitan area. While no survey has been conducted to gain knowledge of individual modes of transportation for either Main Office or field staffs, it is believed persons needing such assistance would make known their needs due to the smallness of the agency. A survey was accomplished earlier to establish a "share-the-ride" effort to aid in saving fuel and only a very small number of individuals indicated any interest in the concept.

2. This agency has no program in effect to assist local school systems to produce qualified applicants for short or long-term employment with the agency. Such a need has never materialized in this Commission. The main portion of our staff is drawn from the national Labor Market. Clerical employees are drawn from local Labor Market resources. In either case, this agency has never had any appreciable difficulty in gaining required staff for any of its offices. Difficulties encountered in the past were involved with gaining a particular type of professional e.g., the General Counsel, or a certain ethnic group and that again involved the national Labor Market area.

3. Commission managers are continuously called upon to participate in community programs and throughout the year to deliver speeches across the nation which deal with enhancing EEO. The Director, EEO participated in the National Urban League's Black Executive Exchange Program as a visiting professor. This effort assists in enriching Black colleges and universities, and these visits will continue.

4. The agency participates in cooperative efforts in the metropolitan Washington D.C. area in employment related problems. This cooperative effort involves receiving and dispensing vacancy announcements, discussing problems of mutual interest which affect Federal staffs, and hearing speeches pertaining to Federal dogma from experts involved with issues and areas of high interest to the Federal sector.

5. The agency provides opportunities for students to use its facilities and resources in developing talents in cooperative efforts with educational institutions. At this writings four individuals are involved in this effort.

6. The agency participates in community career information programs, and related efforts through manning informational booths, dispensing informative data and providing experts to answer queries from participants in career information series throughout the community.

7. The Worker-Trainee participants have increased in the past three years from four to the current eight on board. Plans call for maximum participation possible of Worker-Trainee or Veterans Readjustment Act personnel in the agency. As expansions occur these individuals will be considered for positions whenever possible.

8. Program Evaluation

1. Findings from EEO program evaluations are incorporated into annual Affirmative Action Plan development in the form of Action Items.

2. Due to the size of the agency, program evaluation is performed by the EEO staff, although deficiencies noted in the program from other quarters, i.e., Deputy Staff Director, Union Representatives, or staff, result in rectifying any discrepancies brought to light. A thorough evaluation of EEO was accomplished by United States Civil Service Commission (along with other areas) late 1975-1976.

3. The EEO Committee meets continually with the Director, EEO, performs studies and makes recommendations for rectifying problems uncovered within the agency. The committee consults with the Personnel Office on problems which fall under that office's control. They obtain needed data from the Personnel Office and must approach the Personnel Office to review official files in data compiling.

4. EEO data are accurate timely. These data are compiled by both the Personnel Office and Director Equal Opportunity Unit's office. They are readily obtainable.

5. The evaluation of the EEO program is a function accomplished mainly by the EEO directorate and thus, these individuals are fully trained in EEO and merit system requirements.

6. Spanish Speaking and Federal Women's Program coordinators provide in-puts in EEO evaluations. At this writing the post of FWPC is not filled but previous incumbents provided continuous evaluations regarding facets of the program pertaining to their responsibilities. The SSPC is a strong supportive element in the EEO process and previous incumbents have rendered invaluable data and support which are used to evaluate and make changes in the agency's program.

7. Consultations with program coordinators have provided issues which alter methodology and programming for the agency. Through efforts of a former FWPC in conjunction with the Director, EEO the Upward Mobility program was altered whereby participants in the college training portion of the Program were given full time to pursue their educations in the first year of study; appearing at the agency only during vacation periods. Thus, these individuals gain the maximum benefits from the education process and are able to amass the largest amounts of college credits for their efforts.

8.. Evaluation results are obtained on a timely basis for EEO plan development.

PART D - REPORT OF OBJECTIVES AND ACTION ITEMS

<u>No. 1. Organization and Resources</u>	<u>Actions</u>	<u>Responsible Official(s)</u>	<u>Target Date(s)</u>
Objective: To provide training in order that the EEO Staff functions in a more professional manner.*	Assign two Main Office Counselors to the Advanced Counselor's course.	EEO Director	Feb. 8, 1977
	Assign SSPC to Personnel training for fuller comprehension of Personnel matters.	EEO Director	June 1, 1977
	Train new FWPC in procedures related to position.	EEO Director	April 19, 1977
	Assign EEO Director to EEO and Personnel courses.	Deputy Staff Director	October 13, 1976, Jan. 17, 1977, June 1, 1977
	Train new EEO Counselors in basic counselor's course.	EEO Director	Feb. 2, 1977
Objective: To update Administrative Instructions 2-3 Attachment A, and Upward Mobility coverage for the agency.	Write revised AI 2-3, Attachment A, and Upward Mobility regulations.	EEO Director Deputy Staff Director	Feb. 5, 1977
<u>No. 2. Discrimination Complaints</u>			
Objective: To advance backgrounds of Complaints investigators.	Assign investigators to Basic EEO Counselor's and Personnel courses at CSC.	EEO Director	Feb. 2, 1977 June 1, 1977
<u>No. 3. Recruitment</u>			
Objective: To advance Native Americans representation in the agency.	Recruit Native American candidates of either sex for Entry-Level and Journey-person Categories in agency during Plan year.	Personnel Officer	June 1, 1977

* EEO Director Responsible Official for all Objectives.

	<u>Actions</u>	<u>Responsible Official(s)</u>	<u>Target Date(s)</u>
Objective: To upgrade Asian American, Hispanic Males and Minority enrollment in Journey person Category.	Recruit Asian Americans, Hispanic Males and Minority candidates for Category.	Personnel Officer and SSPC	June 1, 1977
Objective: To upgrade minority representations in the top job Category of the Commission.	Recruit Minority Females, Asian Americans and Hispanics for Managers and Supervisors' Category in the agency where vacancies become available.	Personnel Officer, SSPC and FWPC	June 1, 1977
Objective: To advance representation of minorities in GS-905 Series.	Recruit, wherever vacancies occur in 905 Series, Hispanics, Native Americans and Asian Americans.	Personnel Officer, SSPC, FWPC and General Counsel	June 1, 1977
Objective: To gain representation Asian Americans, Native Americans and to a lesser degree, Hispanics in the GS-301 Series.	Recruit Asian Americans, Hispanics and Native Americans for 301 Series where vacancies become available in Plan Year.	Personnel Office, SSPC, and FWPC	June 1, 1977
Objective: To obtain higher representation of Minorities in the GS-160 Series.	Recruit Minorities in GS-160 Series where vacancies become available in the agency.	Personnel Officer, SSPC, and FWPC	July 1, 1977
Objective: To upgrade Female managers in the GS-905 Series.	Recruit a female to upgrade female GS-905 Series managers if a position becomes available in this Plan Year.	Personnel Officer, General Counsel and FWPC	June 1, 1977
Objective: To upgrade Female representation and Male representation in Native Americans, Asian Americans and Hispanics in the Supervisory GS-301 Series.	Recruit Females throughout and Males in Native American, Asian American and Hispanic Groups where vacancies occur in GS-301 Series managers positions in agency in Plan Year.	Personnel Officer, SSPC, and FWPC	June 1, 1977

<u>No. 4. Full Utilization of Skills and Training</u>	<u>Actions</u>	<u>Responsible Official(s)</u>	<u>Target Date(s)</u>
Objective: To update records of employee skills and training in the agency.	Establish system for updating employee skills and training.	EEO Committee, Personnel Officer	Feb. 1, 1977
Objective: To determine whether differentials exist in time-in-grade for minorities and females from the rest of the agency's workforce.	Conduct a time-in-grade study to ascertain whether differentials exist by minority status and sex in agency's workforce.	EEO Committee, Personnel Officer	April 17, 1977
Objective: To examine upward movement of staff to full performance, supervisory and super-grade level.	Conduct study to examine upward movement of staff at all levels in agency.	EEO Committee, Personnel Officer	April 30, 1977
Objective: To determine whether barriers exist towards full utilization of skills and training of staff.	Conduct study of internal selection/promotion qualification requirements.	EEO Committee, Personnel Officer	April 30, 1977
<u>No. 5. Upward Mobility</u>			
No Problems Identified			
<u>No. 6. Supervisory and Management Commitment</u>			
Objective: To continue training management and supervisory personnel in EEO areas.	Train three managers and supervisors in CSC EEO courses during Plan Year.	Deputy Staff Director	April 22, 1977 May 17, 1977 June 22, 1977

<u>No. 7. Community Outreach</u>	<u>Actions</u>	<u>Responsible Official(s)</u>	<u>Target Date(s)</u>
No problems identified.			
<u>No. 8. Program Evaluation</u>			
Objective: To provide Regional Office Staffs with direct EEO support.	EEO Director and staff members will travel to regional offices in Plan Year (not accomplished in previous Plan Year and is being continued in this Plan).	Deputy Staff Director	Feb. 5, 1977, May 2, 1977 June 3, 1977
Objective: To provide in-put from Union representatives prior to developing 1978 Affirmative Action Plan.	Meet with Union representatives prior to developing 1978 Plan. (Carried over from previous Plan Year).	EEO Director	April 10, 1977

Attachment to Btn. 713-31

COMMISSION-WIDE PLAN

Plan Summary

1. Department or Agency - U. S. Commission on Civil Rights
2. Director of EEO - Name: Alfred E. McEwen
1121 Vermont Avenue, N.W.
Room 602A
Washington, D.C. 20425
3. Agency Participation:
 - a. Approximate number of recruits from the Veterans Readjustment Appointment Authority (VRA) agency plans to hire - 8
 - b. Number of regular jobs into which recruits from VRA will be placed - 8
 - c. Number of developmental jobs into which recruits from VRA will be placed and for which ceiling exemptions will be requested - 0

To Faciliate The Comprehension Of The
Equal Employment Opportunity Requirements,
The Commission Will Make Available To All
Of Its Employees These Instructions:

Y O U R R I G H T

TO EQUAL EMPLOYMENT OPPORTUNITY

It is the policy of the U. S. Commission on Civil Rights to provide equal employment opportunity for all of its employees in every aspect of their employment and working conditions, regardless of their race, color, religion, national origin, age, and sex. Important aspects of an effective equal employment opportunity program are an Affirmative Action Program, a counseling service, and a discrimination complaint system. The complaint process established by the Civil Service Commission is in two parts--the pre-complaint process and the formal complaint process. This is the way the system works:

1. If you feel you have been discriminated against, either personally or as a member of a class, whether the alleged discrimination was performed by an individual or resulted from institutional policies, you should contact an EEO Counselor within 30 calendar days from the time the incident occurred, or from the time you learned of the incident, or

from the time you came to believe that a policy or practice is discriminatory. (The Commission's Counselors will be announced periodically and their photographs will be placed in conspicuous places throughout the Commission.)

2. The Counselor will attempt to resolve the matter on an informal basis within 21 calendar days from the time of the initial contact and, if unsuccessful, at the final interview will inform you, in writing, of your subsequent rights.

3. A formal complaint of discrimination must be filed within 15 calendar days from the date of the final interview with the Counselor. These time limits may be extended if you show that you were prevented by circumstances beyond your control from submitting the formal complaint within the time limits, or for other reasons considered sufficient by this Commission.

4. The complaint may be filed in person or by mail with the Director, EEO in the main office. (It must, however, be in writing.)

5. You may have a representative of your own choosing at all stages of the processing of your complaint.

6. Once the formal complaint is filed an investigator from an agency other than this Commission will be appointed to collect all relevant information relating to your

complaint.

7. At the completion of the investigation, you will be given a copy of the investigative file, be given an opportunity for adjustment of your complaint and be given written notice of a proposed disposition of the complaint. The investigation process shall take no more than 60 calendar days. If the proposed disposition is not satisfactory you will have 15 calendar days from the day of receipt of the disposition to request a hearing.

8. The hearing will be conducted by an independent Complaints Examiner certified by the Civil Service Commission. At the hearing, you may present witnesses and/or evidence in your behalf.

9. The final decision (in writing) will be made by the Staff Director or his designee. If a hearing is held on your complaint, the recommended decision of the Complaints Examiner will be considered by the Staff Director in reaching a final decision. You will be furnished with a transcript of the hearing, a copy of the findings, the analysis and recommended decision of the Complaints Examiner, and the Commission's decision letter.

10. If you are not satisfied with the final Commission decision, you have the right to appeal that decision within 15 calendar days after receipt, to the Board of Appeals

and Review of the U. S. Civil Service Commission, Washington, D.C. 20415 or you may file a civil action in a District Court within 30 calendar days of receipt of the Commission's decision. If you elect to file an appeal with the Civil Service Commission, you may still file a civil action in a District Court within 30 days of the Civil Service Commission's decision if you are dissatisfied with the decision.

11. You may also file a civil action in an appropriate U.S. District Court if you have not received a final CCR decision within 180 days of filing your complaint with the CCR or if you have not received a final Civil Service Commission decision within 180 days of filing your appeal with the Civil Service Commission's Board of Appeals and Review.

