

STATINTL

ODP-1494-77
5 AUG 1977

MEMORANDUM FOR: [redacted]

DDA EEO Officer

FROM : Clifford D. May, Jr.
Director of Data Processing

STATINTL

SUBJECT : FY 1978 EEO Plan

REFERENCE : Memorandum from [redacted]
dtd 15 June, Same Subject

1. Attached are Parts C and D of ODP's proposed EEO Plan for 1978. Also attached is a revised page 3 of Part A which better reflects the cost of EEO to date.

2. Beginning with paragraph 9 Part C and continuing through Part D we have shown the form of our FY 78 Plan but we have not filled in specific numerical statistics or objectives. We are in the process of obtaining input from our divisions and agreement as to goals for the coming year. This process will be complete in time for submission with this year's APP in September. If we are to obtain subordinate managers' commitment to our personnel goals we must let them participate in the goal setting process. Furthermore we consider the APP our master plan, and the goals set in our EEO Plan must be consistent with it. Therefore it would be premature to set specific numerical objectives at this time.

[redacted]
Clifford D. May, Jr. STATINTL

Attachment: a/s

DISTRIBUTION:

- Orig & 1 - Addressee
- 2 - O/D/ODP
- 1 - ODP ADMIN
- 1 - ODP Registry

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3. Allocation of Personnel and Resources for EEO

<u>Program Areas</u>	<u>PT</u>	<u>%</u>	<u>Program Costs</u>
1. EEO Program Management (Personnel costs)			
a. EEO Officers	1	14	\$ 4,200
b. Federal Women's Program Board	1	2	500
c. Hispanic Program	1	1	150
d. Upward Mobility Training Specialist	1	10	2,500
e. EEO Counselors	2	5	
f. EEO Investigators	1	1	
g. Other Personnel Clericals	2	10	2,000
h. Career Panels and Boards			
		Subtotal	\$ 9,350

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2. Administrative Expenses:

1. Travel		302
2. Three MCM Telephones for Deaf employees		1,920
3. Training		1,270
4. Interpreter's fees		375
	Subtotal	\$ 3,867
	Total	13,217

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PART C - ASSESSMENT OF CURRENT SITUATION

1. Organization and Resources

a. Summary:

ODP's organization and resources to provide for EEO are much improved over previous years and are more than adequate to meet the challenge. There are eight persons in ODP directly involved in EEO work. This year we have added a full time professional Personnel Officer to the Administrative Staff, added a part-time trained EEO Counselor for our employees in [redacted], and replaced our representative on the DDA Working Group of the Federal Women's Program Board.

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Although we do not budget for these items separately, we have begun to specifically identify EEO related costs. To date we have expended \$13,217.00

b. Problem Identification:

Restructuring the EEO Seminar for attendance by supervisors and managers only and the extreme scarcity of spaces provides inadequate formal training opportunity.

All women and minority group members could benefit from training in the extent of the Agency's programs for them and in how to use the discrimination complaint system. This objective was met by the "EEO Seminar", but is no longer met now that the course has been redesigned. ODP was able to send five employees, including one woman and one black, to the EEO Seminar during the first part of the year. Except for our designated EEO Counselor we have not identified or provided comparable external training in EEO. To the extent that EEO principles are touched on in other OTR courses such as "Fundamentals of Supervision and Management" we have done better, although we are also hampered in these courses by lack of spaces. We have done very poorly in providing EEO training for our managers although the situation is better at lower grades. Of 112 employees at grade GS-13 or higher, only 3 have ever attended OTR's EEO training. Since the course was redesigned we have been able to obtain only one space and we understand that it is doubtful we will be given any more spaces through the end of this year.

2. Discrimination Complaints

a. Summary:

ODP has had no discrimination complaints this year and expects none during the coming year. Our employees seem to understand the procedures and we have sufficient trained counselors to guide them.

b. Problem Identification:

None

3. Recruitment

a. Summary:

Minority and female representation at all grades in ODP compares favorably with the rest of the Agency and has continued to improve since 1974.

We have developed precise and realistic recruiting guides which accurately reflect the current and projected vacancies in ODP. This helps prevent unqualified applicants' files being sent to ODP for consideration in filling ODP's very few vacancies.

We are scheduled to meet with Agency [] recruiters this September to explain our needs for the coming year in detail. We maintain frequent personal contact with WARO recruiters. We plan to send two ODP professionals to accompany Agency recruiters on their trips to minority colleges this year.

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We are emphasizing the recruitment of qualified minority students into the Co-op program, and are trying to identify means by which to better attract both higher grade minority professional manager candidates and clerical level computer operators and tape librarians. Minorities are already well represented among entry level programmers and junior systems analysts.

We are attempting to establish objective standards for entry level positions, particularly for programmers and key-punch operators, in order to correlate typing test and Brandon-Wolf Programmer's test scores with success in ODP and eliminate any possibility of subjective prejudice in hiring.

b. Problem Identification:

1. The opportunity to improve minority representation in ODP is extremely limited due to limits placed on hiring, limited headroom and low rates of attrition, and the scarcity of the skills and experience being sought. These same factors limit opportunities for women, although their situation is less critical, since ODP's jobs are not stereotyped male or female and since women are already well represented throughout ODP.

2. Minority group members are generally reluctant to leave familiar surroundings and move to Washington, D. C. The remote location of CIA is troublesome to lower graded employees, especially those who use public transportation.

3. Most minority applicants, particularly those who are well qualified, have an inflated idea of the salary they can command. In our experience, these applicants can obtain better starting salaries from commercial concerns than we can offer. In addition, there are well understood inefficiencies and delays in our hiring process due to the need for clearances, etc.

4. Full Utilization of Skills and Training

a. Summary:

Now that ODP has a full time professional Personnel Officer we have begun an extensive reevaluation of our entire personnel management system and an update of our personnel folders and qualification records. The outcome of this effort should be a better understanding of the skills and training available within ODP and an improved ability to identify and make use of needed skills. Concurrently we are in the process of revising our T/O, rewriting job descriptions, LOI's, etc. This may give us the opportunity to restructure some jobs to capitalize on particular combinations of talents which might be available. We are currently unaware of any instances within ODP of under utilization of pertinent skills and training and we are awaiting publication of formal guidance at Agency or Directorate level as to the requirements of the FUST Program.

b. Problem Identification:

None

5. Upward Mobility

a. Summary:

As stated above, ODP is currently in the process of revising its T/O. We have just completed a complete comparative evaluation/ranking of all employees and we are preparing the Annual Personnel Plan and Personnel Development Plan for submission to the DDA in September. As a part of this effort, we have re-examined the current identification of ODP positions and employees as professional, technical, or clerical and tentatively evaluated all ODP employees as to their current apparent potential for advancement. This has been necessary in order to identify specific candidates for training and possible conversion to professional status, to identify specific external hiring objectives where it is apparent we cannot develop our own already on-board employees fast enough from within, and to provide a base from which to measure ODP's progress in achieving EEO objectives. We are attempting to identify individual minority and female employees for career development, i. e., to replace numbers and percentages on our APP with specific names, courses, dates, etc.

Concurrently, we are initiating a review of ODP's Developmental Profiles to determine whether they are current and reflect career paths and training goals which are realistically achievable. We hope to develop career ladders which ensure that few positions are "dead-ended" and to provide for Upward Mobility opportunities where ever possible in these instances.

ODP has set aside one position within A Division, Applications for Project AIM, the DDA's formal Upward Mobility Program, which will be filled within the year. In addition, ODP has its own internal TEC program which trains and provides some advancement possibility for ODP computer operators and tape librarians.

b. Problem Identification:

There are currently very few unfilled positions and very little headroom in ODP. This year normal attrition has slowed considerably and we forecast little attrition for next year.

6. Supervisory and Management Commitment

a. Summary:

Top level management in ODP understands and is committed to the principle of EEO. There are times, however, when our statistical approach to applying the program raises questions as to whether we are pursuing goals or quotas. There is some confusion at middle and lower management levels as to what is expected. This can only be resolved through further exposure to the Agency's EEO program and formal training, largely not available. Most feel that EEO is best applied on a one-on-one personal basis and that statistics do not necessarily provide the best measure of progress in what is essentially an attitudinal problem.

That ODP is in a better position statistically than the rest of DDA and has had very few EEO related complaints (zero formal) may perhaps be evidence that all levels of management are conscientious in providing EEO to their employees. At the same time, the high visibility of the EEO program in the Agency and constant publicity concerning EEO considerations led us to the curious anomaly that women and minorities, who constitute 29% of ODP, have received 38% of our promotions this fiscal year to date without conscious effort on our part. This means that we must take greater care not to discriminate inadvertently against our professional white male majority. It also means that there will be fewer promotions for minorities and women next year as there are simply fewer of them eligible, most having been promoted recently. Therefore we must set goals that take this into consideration.

As the MZ Career Sub-Group Board is the forum for personnel planning in ODP, it has the responsibility to monitor and guide the achievement of EEO promotion and training objectives. We are emphasizing the Board's role in this area.

b. Problem Identification:

1. Lack of formal training opportunities for managers, i.e., insufficient spaces in OTR's "Management of Equality of Opportunity" course.

2. Inordinate publicity and "threat" attached to EEO considerations. Managers are reluctant to confront minority employees concerning poor performance because the "system" seems designed to help the employee, not the manager.

7. Community Outreach

a. Summary:

ODP currently has not undertaken any sort of "community outreach" effort because of the lack of formal guidance and the possibility of "bad press". Last year one of our female professionals accompanied an Agency recruiter to Grambling University in Louisiana. This was our first attempt, and although it has not yet produced great results, we were encouraged by it and plan to make two such trips to minority schools closer to Washington during the coming year. In addition we have noted that minorities are not adequately represented among computer operators and tape librarians who are for the most part locally hired. We contemplate making direct contact with selected vocational schools and manufacturer's training facilities to acquaint them with our needs.

b. Problem Identification:

In addition to the obstacles of lack of formal guidance and possibility of "bad press" cited above, it is difficult to identify colleges or vocational schools where the quality of graduates, and probability of successful recruitment justify the considerable effort involved.

8. Program Evaluation

a. Summary:

The effort referred to previously to completely revise ODP's T/O and personnel management system and to develop a meaningful Annual Personnel Plan and Personnel Development Plan, obtaining input hence commitment from all subordinate management levels, is the foundation to our developing a base from which to measure real EEO progress. EEO sensitivity is one of the items discussed when employees are evaluated for promotion or assignment, and feedback as to attitudes is obtained during regular counseling sessions as well as informal contact with employees. In addition, quarterly EEO and APP Progress reports require constant consciousness of and reaction to our EEO situation.

b. Problem Identification:

None

9. Statistical Summary of Current Situation

a. ODP anticipates only ___ losses and ___ gains this year as compared with ___ losses and ___ gains last year. The majority of the gains will be professional, while most of the losses will be in other categories. The actual turnover rate is therefore very low.

b. MZ Career Sub-Group Composition

	<u>Professional</u>	<u>Technical</u>	<u>Clerical</u>	<u>Total</u>
Blacks				
Hispanic				
Women				
Total				

*(Minority women are counted twice)

c. Comparison of MZ ODP's minority and female representation with DDA as a whole and with CSC statistics which purport to show minority representation in comparable computer related skills in the rest of the Federal Government and the entire U. S. Labor Force. (If the statistics are correct, 40% of the U. S. Labor Force in computer related skills - analysts, programmers, operators, card punchers - are women).

	<u>ODP</u>	<u>DDA</u>	<u>ODP</u>	<u>DDA</u>
	<u>Professional</u>	<u>Professional</u>	<u>Technical</u>	<u>Technical</u>
Blacks				
Hispanic				
Women				

	<u>Federal Government</u>	<u>U. S. Labor Force</u>
	<u>Computer Related Skills</u>	<u>Computer Related Skills</u>
<u>MZ/ODP</u>		

Blacks
Hispanic
Women

PART D - SPECIFIC ACTIONS FOR THE COMING YEAR

1. OBJECTIVE:

Provide training and orientation in personnel administration and in equal opportunity to ensure that current ODP supervisors and managers understand and support the Agency's EEO program and can effectively administer the published Discrimination Complaint procedures.

ACTION:

Enroll _____ Supervisor/managers at Division Chief/Deputy Division Chief level in OTR's Management of Equal Opportunity and _____ in the Career Counseling Course.

Discuss the supervisor/manager's EEO performance during MZ Career Sub-Group deliberations concerning competitive ranking for promotions.

RESPONSIBLE OFFICER:

ODP Division Chiefs designate persons to be trained; Administrative Staff arranges enrollment.

TARGET DATE: 30 September 1978

2. OBJECTIVE:

Ensure that full information is readily available so that all minority and female employees can be aware of the Agency's EEO Program and Discrimination Complaint System and know they have full freedom, without fear of reprisal, to use the complaint system to the fullest extent.

ACTION:

Publish the pictures, names, office addresses, and office phone numbers of ODP's EEO Officer and Counselors in an Office Notice and on the bulletin boards within ODP's offices and computer centers and distribute appropriate literature.

Interview a representative sample of female and minority employees on a spot-check basis to determine their attitudes toward ODP's EEO program and their understanding of discrimination complaint procedures.

RESPONSIBLE OFFICER: EEO Officer and Administrative Staff

TARGET DATE: 30 September 1978

3. OBJECTIVE:

Make better use of Agency's recruiters' efforts.

ACTION:

Increase ODP's contact with vocational schools and higher education institutions which have significant numbers of female and minority students enrolled in first-class computer science information technology courses, and increase their awareness of our needs and opportunities.

Arrange for two ODP employees to accompany agency recruiters on recruiting trips to appropriate schools.

Coordinate with Office of Personnel to obtain permission for ODP to enter into direct correspondence with placement officers at three colleges with good programs in information science which have high minority/female representation in their student bodies, (other than those colleges visited by ODP representatives and Agency recruiters) to advise them of our co-op program, and full and part-time opportunities.

Coordinate with Office of Personnel to cause OP to mail recruitment guides and literature to two vocational schools and/or manufacturer's training facilities of ODP's choosing.

RESPONSIBLE OFFICER: EEO Officer and Division Chiefs

TARGET DATE: 30 September 1978

4. OBJECTIVE:

Develop a plan composed of individual development profiles to give all clerical personnel and minority female technical employees the opportunity to develop the skills needed to move up to more responsible positions, and better utilize their currently available skills, talents, and training. (Plans covering other categories of personnel will be undertaken in subsequent years).

ACTION:

Review all clerical employees and identify potential candidates for conversion to professional and technical status.

Review all technical employees and identify potential candidates for conversion to professional status.

Schedule aptitude and vocational interest testing in OMS for at least six clerical employees who are ranked HP or MD to determine their potential for more responsible jobs.

Schedule aptitude and vocational interest testing in OMS for at least six technical employees who are ranked HP or MD to determine their potential for more responsible jobs.

Cooperate with the Agency's FUST (Full Utilization of Skills and Training) Program in conducting a skills, interests, training, and experience inventory of the employees identified above to determine whether it is feasible to re-structure jobs to make use of the skills available or to provide an opportunity for upward mobility.

Maintain and update ODP Developmental Profiles as required to ensure they are realistically attainable and provide career ladders for upward mobility so that, insofar as is possible, there are no "dead-end" career paths.

Compare the candidates for conversion to professional status who were identified above with the revised Developmental Profiles, their reported skills, etc., and determine what training is required to remove the factors currently limiting these candidates' ability to advance.

Select ODP's best candidates for upward mobility (Project AIM) or conversion to professional status and schedule any necessary training.

If qualified personnel and available positions can be identified, reassign clerical/technical employees for try-outs in ODP professional level positions in recognition of OJT, etc.

If qualified personnel and available positions can be identified, convert ___ clerical and ___ technical employees to professional status.

RESPONSIBLE OFFICER: EEO Officer in coordination with MZ Career Sub-Group Board and Administrative Staff.

TARGET DATE: 30 September 1978

5. OBJECTIVE:

Enhance minority and female employee's skills and ensure their representation in training courses in proportion to their numbers in ODP.

ACTION:

Enroll minority and female employees in courses as follows:

<u>Component Conducted</u>	<u>EEO</u> <u>Core</u>	<u>OTHER OTR</u> <u>Management</u>	<u>OTHER</u> <u>OTR</u>	<u>External</u>
Black				
Hipanic				
Women				

RESPONSIBLE OFFICER:

Administrative Officer with concerned Division/Staff Chiefs.

TARGET DATE: 30 September 1978

6. OBJECTIVE:

Increase minority & female representation in ODP.

ACTION:

Hire ___ Asian, ___ Hispanics, ___ Blacks, ___, and ___ Women at the professional level.

Hire ___ Hispanics, ___ Blacks, and ___ Women at the technical level.

Hire ___ Hispanics, ___ Blacks, and ___ Women at the clerical level.

Enroll 2 minority students in co-op programs.

Interview ___ minority applicants for anticipated openings in ODP.

RESPONSIBLE OFFICER:

Division/Staff Chiefs, aided by Administrative Staff

TARGET DATE: 30 September 1978

7. OBJECTIVE:

Ensure that minorities and females are fairly considered for promotions over the long run in proportion to their representation in ODP.

ACTION:

Review lists of persons recommended for promotion to determine whether over the course of the year we have identified for promotion, assuming there are sufficient eligible candidates, at least _____ Hispanic, _____ Blacks, and _____ Women out of the _____ promotions projected for the year.

RESPONSIBLE OFFICER:

Chairman of the MZ Career Sub-Group Board

TARGET DATE:

30 September 1978

Staff Summary

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This is the 2nd half of our proposed FY 78 EEO Plan. The appraisal of our current situation is pretty frank. The specific objectives for next year were carried over from last year's plan and have the general approval of the Career Board. [redacted] was pleased with last year's plan and I believe he will be pleased with this one, which is essentially a continuation. The report was due on the 29th. It is late because I got last minute instructions from Cal's office requiring me to change the format. I have not furnished specific figures at this time because they are the same figures that are required on the APP, our master plan, which is not due until October. The divisions are already working on the PDP, a training plan, T/O revisions, job descriptions. To ask them to commit to EEO goals this early would be excessive. I don't think Cal needs them for his preliminary work anyway.


Jack

Special Note:

I have clipped two statements that you should pay particular attention to. I believe they are true and accurate but they may be too politically sensitive to include. I will defer to your judgement

G.D.

15 June 1977

STATINTL

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

FROM :
DDA EEO Officer

SUBJECT : FY 1978 EEO Plan

1. Your input is requested to assist me in preparing a Directorate EEO Plan for FY 1978. Attached are assessment guidelines to assist you.

2. Part A (Allocation of Personnel and Resources for EEO) and Part B (Report of Accomplishments) are due in the DDA EEO Staff by COB (8 July). Part A should cover all of FY 1977. Part B need only cover the period 1 April through 30 June 1977 and will serve as the quarterly report for that period. It should include progress toward the following objectives contained in the FY 1977 EEO Plan:

- a. Increase minority representation: problem 1, page 126.
- b. Provide career counselors with Upward Mobility training: problem 7, page 139. *delta ju kum*
- c. Continue efforts toward increased awareness of EEO by first-line supervisors: problem 1, page 142. *x. p. 142 - 10. - 30 June*

FOR DIRECTOR OF PERSONNEL ONLY:

- d. Develop and implement a DCI-approved Human Resource Management-EEO rating procedure for present and potential managers and supervisors: problem 1, page 117.
-

Make special item

In addition to the above requirements, you are requested to describe specific efforts made in the development of female employees. Include statistics on external and internal training in courses such as:

- Advanced Intelligence Seminar
- Career Counseling
- Fundamentals of Supervision & Management
- Information Science for Managers
- Management by Objectives
- Managerial Grid
- Mid-Career
- Senior Seminar
- Supervisory Skills
- (or any other developmental courses)

but not limited to -

3. Parts C and D are due in DDA EEO by COB 29 July. Since the FY 1978 Plan is a continuation of last year's Plan, problems previously addressed which have been resolved or are on-going actions, e.g., training new EEO officers; need not be mentioned again. However, action items addressed by other directorates last year can be suggested for the DDA this year.

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4. Please submit your reports in the same format as shown in the FY 1977 EEO Plan.

ASIS



Attachments: a/s

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DDA/EEO: :ydc (15 June 1977)

Distribution:

- Original - D/OC
- 1 - Each other addressee
- 1 - DDA Chrono
- 1 - EEO Subject
- 1 - EEO Chrono w/o att

ASSESSMENT GUIDELINES

The following statements are representative of criteria which should be assessed and can be used to develop appropriate problem statements, objectives, and action items:

Full Utilization of Skills and Training

Career counseling is available to all employees.

Efforts are being made to ensure that appropriate training opportunities are available to employees at all grade levels and in all occupational areas without regard to minority status and sex.

Internal selection or promotion qualification requirements and procedures have been examined to determine if unnecessary barriers to full utilization of skills and training exist.

Supervisory and Management Commitment

? All supervisory and management personnel have attended formal training courses within the past two years which included coverage of their equal employment opportunity responsibilities.

Incentive awards have been granted during the past year to supervisory and managerial personnel for their understanding and support of equal employment opportunity.

Performance evaluations of supervisory and managerial personnel include a specific item or items evaluating understanding, support and achievement of equal employment opportunity.

Discrimination Complaints

Bases of complaints are analyzed and efforts made to prevent recurrence.