

28 April 1986

NOTE FOR: Bob Surrrette  
House Permanent Select Committee  
on Intelligence

FROM:   
Chief, Legislative Liaison, ICS

STAT

SUBJECT: Report on EEO within the General  
Defense Intelligence Program (GDIP)

*Bob -*

1. Enclosed are responses to your Committee's direction to report on minority and female employment. They replace the Interim Report you received in February (DCI/ICS 86-6012).

2. Complete data for GDIP-funded positions in the Services are not available. In many cases, separate Equal Employment Opportunity (EEO) statistics are not maintained for GDIP and non-GDIP positions. Where possible, historical data were reconstructed for this report.

3. Because Army has no separate data for GDIP positions for FY 1975, data were extrapolated from overall Army percentages for that year. Also, with no separate Air Force data for GDIP positions prior to FY 1981, changes in number and distribution of minority Air Force employees are listed for the last four years, only.



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Enclosures UPON REMOVAL OF APPENDICES TO  
ENCLOSURES 2 & 4, THIS DOCUMENT  
BECOMES ~~UNCLASSIFIED~~



## ARMY RESPONSE

QUESTION 1: Would you describe your recruitment, hiring, and promotion policies regarding minorities?

ANSWER: The Department of the Army (DA) has an active affirmative employment program targeted at minorities, women, and handicapped individuals. Total Army work force minority statistics compare favorably with national civilian labor force data. Minorities comprise 23.7 percent of the Army civilian work force, compared with a minority representation of 18.4 percent in the national white collar labor force and 21.4 percent in the blue collar labor force. Army activities actively recruit at colleges and universities with sizable minority enrollment. Additionally, many positions are filled internally to provide advancement opportunities for individuals already employed with Army. Army-wide, major command, and installation level affirmative action plans analyze barriers to employment and advancement of minorities and outline steps to be taken to overcome those barriers. The DA personnel management evaluation system provides for a review of EEO programs when regularly scheduled on-site personnel management surveys are conducted. A review of the results of these surveys as well as Equal Employment Opportunity Commission surveys and a review of issues which come to light in complaints of discrimination, particularly class action complaints, provides material for possible improvements to the DA personnel management system as it effects affirmative action.

Army's major career fields are included in approximately 20 centrally managed career programs. Functional program leaders are regularly provided with briefings on the affirmative employment status of their programs, together with recommendations as to how managers and supervisors can become positively involved in working toward achievement of affirmative action goals.

A major area of emphasis in Army's affirmative action guidance to the field is on increasing representation of minorities and women in GS- and GM-13 through 15 positions. In addition to outreach efforts to minority group organizations and participation in job fairs and recruitment displays at conferences, special efforts are being made to increase representation of Army minority employees in long term training programs.

QUESTION 2: What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion.

ANSWER: Affirmative actions taken by DA to insure that minorities are afforded equal opportunity in hiring and promotion include:

-- Aggressive use of the Schedule B appointing authority developed by the Office of Personnel Management to meet the requirements of a consent decree (Luevano v. Horner) targeted at improved representation of Blacks and Hispanics at the GS-5 and GS-7 levels. From 1983 through 31 December 1985, Army had appointed 593 (30 percent) Blacks, 113 (6 percent) Hispanics, and 26 (one percent) Asian American/Pacific Islanders of a total of 1,965 appointments under this authority to entry level professional, administrative, and technical positions.

Enclosure 1 to S-136/D/GDIP

-- Army's close monitoring and regular briefing of career program management officials in addition to an evaluation of EEO as a major element in supervisory performance appraisals has increased management's sensitivity to management's role in employment and advancement of minorities.

-- Since 1979, the U.S. Army Training and Doctrine Command has operated a Summer Faculty Referral Program with Historically Black Colleges and Universities (HBCU's). The program provides a central point for referral of faculty members of HBCU's to summer employment opportunities throughout Army. The program provides exciting and financially rewarding experiences for faculty members and provides a store of valuable expertise and experience to assist Army in meeting its mission.

QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

ANSWER: Army requires that installations implement locally developed Upward Mobility Programs (UMP's) to meet affirmative action needs, skills shortages and to meet mission requirements. Army has centrally developed a method of entry at the GS-4 level into Career Program positions into which normal entry is at the GS-5 level. This program, the Army Mobility and Opportunity Development (AMOD) Program, lowers qualification requirements and provides for accelerated training. The program was designed as a tool to meet affirmative action needs as well as to expand Army's talent pool.

QUESTION 4: Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

ANSWER: The AMOD Program described in Question 3 was developed by Army and has been helpful in providing greater advancement opportunities for minorities.

Since 1984, Army has been implementing a pilot program, the Science and Engineering Reserve Officer Training Corps (ROTC) Cooperative Recruitment Program, with special outreach efforts through the Hispanic Employment Program Manager and to Historically Black Colleges. The program combines the features of a cooperative education work-study program with the benefits of ROTC. This program should provide expanded opportunities for minority youth in both military and civilian Army positions. A study is planned for the near future to determine the effectiveness of the program in meeting mission requirements and as an affirmative action tool.

QUESTION 5A: Please provide a breakdown of Army GDIP employees by grade level, sex, and minority group.

ANSWER: Appendix A depicts on board Army GDIP personnel as of 30 September 1985.

QUESTION 5B: Provide the same breakdown for employees hired in the last year.

ANSWER: Appendix B depicts Army GDIP employees hired during FY 1985.

QUESTION 6: How have the total number and distribution of minority employees changed over the last 10 years?

ANSWER: Appendix C depicts the change in number and distribution of Army GDIP minority employees over the last 10 years. Separate data are not available for Army GDIP employees in FY 1975. FY 1975 data for Army GDIP employees are projected based on overall percentages of minority employees throughout the Army in FY 1975.

QUESTION 7A: How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility?

ANSWER: Army has a number of programs and techniques which provide for assessment of management's participation in equal opportunity programs. These include:

- Regularly scheduled on-site Deputy Chief of Staff for Personnel (DCSPER) management surveys include an assessment of the quality of each installation's EEO program.

- An Equal Employment Opportunity Program Evaluation Manual has been provided for each commander's use to supplement the DCSPER survey as deemed appropriate.

- The EEO performance of managers and supervisors is a critical element in performance appraisal.

- Top level management officials in Army's major career programs are provided a periodic personnel assessment of their programs including a review of the strengths and weaknesses of their affirmative action efforts and recommendations for improvement.

QUESTION 7B: What programs do you have in place to insure awareness of such rules and regulations throughout Army?

ANSWER: Supervisory training courses developed and conducted by Army include a module on EEO. Army is in the process of reviewing training for military managers and supervisors to insure that military managers of civilian employees receive appropriate EEO training.



ARMY  
GDIP ONLY  
END OF FY 1985

GS	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON-MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
3	1	6				1			3	19	4	26
4	5	13						1	1	38	6	52
5	8	31			1	5			22	147	31	183
7	4	5	1		2	2			32	76	39	83
8	1	1							4	9	5	10
9	5	4	2	2	4	2			59	50	70	58
10	1								2		3	0
11	11	9	1		8	2	1		109	50	130	61
12	12	11	7	3	27	1	1		268	64	315	79
13	6	4	4		5		1		215	10	231	14
14	1				1				40		42	0
15			2		1				8		11	0
SES									2		2	
TOTAL	55	84	17	5	49	13	3	1	765	463	889	566

Enclosure 1, Appendix A, to S-136/D/GDIP

ARMY  
GDIP ONLY  
FY 1985 ACCESSIONS

GS	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON-MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
3	1	4								10	1	14
4	1	7							3	15	4	22
5	1					3			3	13	4	16
7					1				7	6	8	6
8												
9			2	2	2	1			12	1	16	4
10												
11	1								13	10	14	10
12				2			1		23	4	24	6
13			1						4		5	
14												
15												
SES									1		1	
TOTAL	4	11	3	4	3	4	1		66	59	77	78

Enclosure 1, Appendix B, to S-136/D/GDIP

## ARMY

## GDIP ONLY

## CHANGE IN NUMBER AND DISTRIBUTION OF MINORITY EMPLOYEES

GDIP U.S.			ASIAN	NATIVE		
CIVILIANS	BLACK	HISPANIC	AMERICAN	AMERICAN	MINORITIES	FEMALE
TOTAL	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)
END FY75*	950	92 (9.7)	25 (2.6)	11 (1.2)	2 (.2)	130 (13.7) 429(45.2)
END FY85	1,455	139 (9.6)	22 (1.5)	62 (4.3)	4 (.3)	227 (15.6) 566(38.9)
% Change	+51	-12	+464	+100	+75	+32

\*Separate data are not available for Army GDIP employees in FY 1975. FY 1975 data for Army GDIP employees are projected based on overall percentages of minority employees throughout the Army in FY 1975.

Enclosure 1, Appendix C, to S-136/D/GDIP

## NAVY RESPONSE

QUESTION 1: Would you describe your recruitment, hiring, and promotion policies regarding minorities?

ANSWER: The vacancy announcement system allows employees the opportunity to request consideration for reassignment if they feel their existing talents are not being fully considered and used. A significant proportion of vacancy announcements are open to "all sources" and are widely disseminated. In some instances, certain paper qualifications are waived to capitalize on the skills of employees who, because of their current assignment, would otherwise not have the opportunity to realize their potential. Periodic reviews of internal selection and promotion qualification requirements and procedures are conducted to insure they are valid, job-related and include no unnecessary barriers to full use of skills and training. These reviews will continue to be used to insure that all members of the workforce receive fair and equitable treatment.

QUESTION 2: What affirmative action have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

ANSWER: Naval Intelligence Command (NIC) has an active affirmative employment program which ensures that minorities and women are afforded equal opportunity in promotions and hiring. The Command Deputy EEO Officer monitors all promotions for affirmative EEO compliance. The hiring of minorities and women is a command EEO priority issue. Through its external recruitment program, NIC, in the last three years, has hired 105 minority employees and women in targeted occupations, i.e., intelligence and computer specialists, scientists, and engineers. During this period, the command's overall representation has increased from 30 percent to 35 percent for women and from 7 percent to 15 percent for minorities.

Pacific Command (PACOM) Affirmative Action Program (AAP) and Federal Equal Opportunity Recruitment Program (FEORP) Plans are updated annually to establish goals based on underrepresentation, detail existing barriers, and devise strategies to overcome barriers.

Each activity with 500 and more civilian employees develops and promulgates formal plans. Smaller activities participate in a larger nearby activity plan. All managers and supervisors are furnished copies and must consider underrepresentation when personnel decisions are made. Additionally, billet and position descriptions of managers and supervisors (military and civilian) reflect EEO responsibilities which are factors in their annual performance reviews.

Atlantic Command (LANTCOM) and the Atlantic Fleet (LANTFLT) have an ongoing EEO and AAP that requires each selection panel include an EEO representative. The function of this representative is to brief the panel of the EEO/AAP and provide guidance that must be considered in conjunction with command mission satisfaction. Additionally, for each recruitment, the command EEO assistant provides an EEO/AAP target for that specific position. The EEO representative briefs this information to the panel and makes a report on the ultimate selection to the EEO office. All high grade performance appraisals are

Enclosure 2 to S-136/D/GDIP

reviewed by the EEO office prior to submission to the Consolidated Civilian Personnel Office (CCPO).

QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

ANSWER: NIC has an upward mobility plan, the purpose of which is to give employees at pay grade nine and below an opportunity to move out of deadend positions. These positions have historically been filled by minorities and women. Under the upward mobility plan, such employees can cross over to career fields with greater promotion potential. Commanding officers of component commands have been directed to emphasize the filling of vacancies through this plan. From February 1983 to April 1985, three intelligence research specialists (GS-132) and ten computer specialists (GS-334) positions have been established and filled with minorities and women. These positions were filled at the GS-5 level and individual training agreements were developed for each employee which will allow career progress to the grade level 12.

In PACOM, Intelligence Center Pacific (IPAC) implemented the Intelligence Career Intern Training Program in 1978. Under this program, 13 minority or female intelligence research specialist hired at below the GS-7 level are now a GS-5, a GS-7, GS-9's (three), GS-11's (four), GS-12's (three), and a GS-13. In addition, seven minority or female employees have been provided the opportunity for upward mobility through series and grade changes.

UMP's are required for all Pacific Fleet (PACFLT) activities with 100 or more civilian employees. Ten percent of average annual vacancies must be filled through UMP. Underrepresentation of women in nontraditional jobs has been identified as needing attention in most activities. In one activity, all journeymen positions have been identified on the command manning document, positions have been restructured and, as they become vacant, filled by UMP when possible. During FY 1984, 19 male and female minorities and 21 white females were selected for UMP positions. Specific examples include two clerical females selected for the apprenticeship program and an Asian American/Pacific Islander female selected for a target level GS-11 management analyst position.

At LANTCOM/LANTFLT, upward mobility is used whenever possible. One example is an individual that began her career as a GS-3 Clerk Typist and is now a GS-12 Computer Programmer as result of the UMP. The LANTCOM Electronic Intelligence Center (LEC) is scheduled to add six new GDIP civilian billets in FY 1985 and FY 1986; three of these will be designated for upward mobility.

QUESTION 4: Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

ANSWER. NIC established an Equal Opportunity Recruitment Program in 1981, specifically for the purpose of targeting recruitment of minorities and females into underrepresented occupational fields and to senior grade (GS-13 through 15) occupations. This recruiting program is ongoing and shows positive

results.

QUESTION 5A: Please provide a breakdown of Navy GDIP employees by grade level, sex, and minority group?

ANSWER: Appendix A depicts total on board Navy GDIP personnel as of 30 September 1985.

QUESTION 5B: Provide the same breakdown for employees hired in the last year.

ANSWER. Tabs B depicts Navy GDIP personnel hired during FY 1985.

QUESTION 6: How have the total number and distribution of minority employees changed over the last 10 years?

ANSWER. Appendix C depicts the change in number and distribution of Navy GDIP minority employees over the past 10 years.

QUESTION 7A: How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility?

ANSWER: Navy has a number of programs and techniques to ensure management adherence and participation in equal opportunity programs.

NIC, including its component activities, is the Navy's largest employer of civilian personnel within GDIP. Of the 1,402 civilian personnel in Navy GDIP FY 1985 on board count, 1,188 were NIC employees. NIC has an aggressive EEO Program led by a full time Deputy EEO Officer and staff. Within NIC:

- All promotions are monitored for EEO policy compliance.
- Hiring of minorities and women is a command EEO priority issue.
- EEO performance is a key factor in performance appraisals for managers and supervisors.

Remaining Navy GDIP activities are primarily located in and around Norfolk, Virginia, or Honolulu, Hawaii, with a few minor activities scattered around the world. Their EEO policies and guidance are controlled by area commanders under overall Navy EEO instructions.

Within LANTCOM (including Fleet Intelligence Center, Europe and Atlantic (FICEURLANT), and LEC:

-- The ongoing EEO and AAP Plan requires each selection panel to include an EEO representative. This representative briefs the panel on EEO/AAP requirements and provides guidance that must be considered in conjunction with command mission satisfaction in making each selection. The command EEO representative makes a report on each selection to the EEO office.

- Upward Mobility positions are specifically targeted by the EEO office

and four of the nineteen GDIP-funded positions within LANTCOM Headquarters are currently so targeted. Unless it can be shown that mission requirements mandate hiring at the full performance level, the positions must be filled using upward mobility criteria and procedures.

-- Managers are evaluated separately on their EEO performance and the performance appraisals of all high-grade personnel are reviewed by the EEO office prior to submission to the Consolidated Civilian Personnel Office (CCPO).

Within PACOM (including IPAC and Fleet Intelligence Center (FICPAC)):

-- All Hawaii-based GDIP activities are serviced by the Pearl Harbor CCPO. This ensures uniformity of policy and procedure.

-- AAP and FEORP Plans are updated annually to establish goals and develop strategy to ensure success of the plans.

-- All managers and supervisors must consider underrepresentation when personnel decisions are made.

-- Billet and position descriptions of managers and supervisors (military and civilian) reflect EEO responsibilities which are factors in their annual performance evaluations.

QUESTION 7B: What programs do you have in place to insure awareness of such rules and regulations throughout Navy GDIP?

ANSWER: Navy has a number of programs to ensure management awareness of equal opportunity rules and regulations.

AAP and FEORP Plans are updated annually to establish goals based on underrepresentation, detail existing barriers, and devise strategies to overcome them. Managers and supervisors participate in the annual update, ensuring their awareness of and identification with the plans.

All managers and supervisors have access to the formalized EEO/AAP plans and must consider underrepresentation when personnel decisions are made.

Overall personnel policy requires each selection panel to include an EEO representative. The function of this representative is to brief the panel of the EEO/AAP and provide guidance that must be considered in conjunction with command mission satisfaction.

Inclusion of conformance to, and support of, EEO and AAP plans and policies in annual performance reviews and appraisals ensures that managers and supervisors are personally responsible for their awareness of them.

~~SECRET~~

NAVY

GDIP ONLY

END OF FY 1985

	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON- MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
GS												
2	6						1		1	1	8	1
3	3	14							3	18	6	32
4	3	11		2					8	31	11	44
5	4	25		2		5		2	17	77	21	111
6		8		1	1	6		1	6	51	7	67
7	4	16		1		3			45	84	49	104
8	3								3	2	6	2
9	8	14	2	1	2			1	85	56	97	72
10									3	1	3	1
11	4	13	2		14	4			75	55	95	72
12	9	10	2		10	7	2		229	59	252	76
13	5	2			5				132	8	142	10
14					1				75	5	76	5
15					1				24	3	25	3
SES									3		3	
WG-7*	1										1	
TOTAL	50	113	6	7	34	25	3	4	709	451	802	600

\* Wage grade.

~~SECRET~~

Enclosure 2, Appendix A, to S-136/D/GDIP



SECRET

NAVY

GDIP ONLY

FY 1985 ACCESSIONS

GS	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON-MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
1									1		1	
2	5	6							1	8	6	14
3	1	10						1		12	1	23
4	1	7		1				1	1	16	2	25
5	4	7	1	3		1		2	21	31	26	44
6		2							3	8	3	10
7	1	5				1			21	19	22	25
8	1										1	
9	5	3	2				1		26	9	34	12
10												
11	0	2			1				20	9	21	11
12	3	1			1	1	1		24	6	29	8
13									8	1	8	1
14									2		2	
15												
SES												
TOTAL	21	43	3	4	2	3	2	4	128	119	156	173

SECRET

Enclosure 2, Appendix B, to S-136/D/GDIP

# CONFIDENTIAL

NAVY

GDIP ONLY

## CHANGE IN NUMBER AND DISTRIBUTION OF MINORITY EMPLOYEES

GDIP U.S.	BLACK		HISPANIC		ASIAN AMERICAN		NATIVE AMERICAN		MINORITIES		FEMALE	
CIVILIANS	TOTAL	TOTAL (%)	TOTAL	TOTAL (%)	TOTAL	TOTAL (%)	TOTAL	TOTAL (%)	TOTAL	TOTAL (%)	TOTAL	TOTAL (%)
END FY75	1,091	54 (4.9)	2 (0.2)		56 (5.1)		1 (0.1)		113 (10.4)		363 (33.3)	
END FY85	1,402	163 (11.6)	13 (0.9)		59 (4.2)		7 (0.5)		242 (17.3)		600 (42.8)	
% Change		+202	+550		+5		+600		+114		+65	

# CONFIDENTIAL

Enclosure 2, Appendix C, to S-136/D/GDIP

## AIR FORCE RESPONSE

QUESTION 1: Would you describe your recruitment, hiring, and promotion policies regarding minorities?

ANSWER: It is Air Force policy to ensure full equality of opportunity regardless of race, religion, color, sex, national origin, age, or handicapping condition for all individuals interested in employment or currently employed by the Air Force. The objectives of the Affirmative Employment Program are: to provide a work environment where all personnel, regardless of their sex, race, ethnic group, age, color, national origin, or handicapping condition, can participate and advance to their highest potential; and to implement Affirmative Employment initiatives to eliminate underrepresentation. The Air Force operates the Affirmative Employment Program under the philosophy that Affirmative Employment is an integral part of the personnel administration and management process. The technical responsibilities for meeting EEO requirements are a function of the Civilian Personnel Officer (CPO). The management aspects (selection for employment, promotion, training, and other employment processes) are the responsibility of individual managers and supervisors.

A successful EEO and Affirmative Employment Program contains the following elements:

- Adequate staff and dollar resources.
- Complete integration of Affirmative Employment Program requirements into all aspects of personnel management and administration.
- Recruitment activities designed to attract job candidates from all segments of the population.
- Methods for the identification and fullest utilization of employee skills and abilities.
- Provisions for providing opportunities for employees with high potential, but without skills and training, to perform at their highest potential in support of mission requirements.
- Affirmative Employment Program plans with numerical goals and timetables to eliminate the underrepresentation of minorities and women.
- An informed and trained managerial and supervisory team with the incentive to support EEO objectives.
- Managerial support and participation in community efforts.
- Systematic evaluation of EEO program objectives and numerical goals.
- A system for informal and timely resolution of complaints of discrimination.
- Specially designed programs for the educationally and culturally disadvantaged.

Enclosure 3 to S-136/D/GDIP

Air Force GDIP authorizations are spread out through 15 commands serviced by 21 civilian personnel offices (CCPO's). Each Air Force organization which has a CCPO assigned is required to develop an Affirmative Action Program Plan (AAPP) in accordance with Air Force guidelines which covers all serviced employees including employees of tenant organizations. Development and implementation of the AAPP is a cooperative effort of designated EEO and AAP officials and management personnel. At installations where discrete organizations (squadrons, divisions, branches, etc.) have a work force large enough to develop meaningful underrepresentation determinations and affirmative action goals, organizational AAPP's will be developed. Organizational AAPP's will also serve as input to the overall installation AAPP. The activity commander is responsible for the achievement of installation goals and will sign the installation AAPP. Installation level goals are consolidated by major commands (MAJCOM's) and progress in meeting goals is monitored by each MAJCOM and Headquarters Air Force on a quarterly basis.

As a result, there are no centralized recruitment hiring and promotion policies regarding minorities for GDIP positions. The Foreign Technology Division under Air Force Systems Command has over 40 percent of the Air Force GDIP positions. They conduct an extensive recruitment program for engineers and other scientific and technical fields to include on-campus college recruitment at predominantly minority schools and other schools with high minority enrollments. They have advertised in the Hispanic Times and the U.S. Black Engineer. They plan to increase their advertising campaign by advertising in the Minority Engineer during FY 1986. Air Force Intelligence Service plans to advertise in the Minority Employment and Business Quarterly.

QUESTION 2: What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

ANSWER: In February 1979, the Air Force embarked on an aggressive, standardized, and results-oriented approach to managing EEO and AAP's. At the same time, external factors were evolving that supported and complemented the Air Force efforts, including adoption of the Uniform Guidelines for Employee Selection Procedures (UGESP); implementation of FEORP; and the implementation of the President's Reorganization Plan Number 1 which gave the Equal Employment Opportunity Commission (EEOC) oversight responsibility to insure compliance of Federal agencies in affirmative action planning. On 1 Oct 81, the Air Force implemented a five year Affirmative Action Plan. Under this plan the Air Force has continued to make significant gains in all categories. The number of women employees has increased by 2,277, including an increase of 181 at the GS- and GM-13 through 15 grade levels. Minority employment increased by 3,188, including 117 at the GS- and GM-13 through 15 grade levels.

QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

ANSWER: From 1979 to 1983, a task group of specialists from the MAJCOM's and the Air Staff worked on the development of a revised Upward Mobility regulation. Though the regulation was not published until November 1983, Upward Mobility has been an on-going Air Force program for many years. For instance, Project Mainstream was developed to provide opportunities to

employees with high potential but who do not meet qualification requirements for positions at the GS-4 or WG-4 levels or higher. The revised regulation was published as Volume II of Air Force Regulation (AFR) 40-110, the career program regulation for civilian employees. In addition to Project Mainstream, it required that other Upward Mobility programs be established for employees who do not meet qualification requirements for GS-4 or WG-4 positions but are in deadend positions. Upward Mobility goals are to be established by each installation, based on its mission and projected vacancies, and are included in the Affirmative Employment Plan.

During their visits to the field, Air Force evaluation teams always include the Upward Mobility Program in the areas to be reviewed and evaluated.

QUESTION 4: Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

ANSWER: Air Force has nearly completed the integration of staffing and EEO functions at all levels. This merger brings EEO into the mainstream of personnel management and integrates affirmative action goals and concepts into day-to-day staffing work.

In conjunction with the merger of staffing and EEO, Air Force has developed an Affirmative Employment Program Plan which combines the staffing, affirmative action, sexual harassment prevention, and FEORP plans at base level. This simplifies reporting requirements and emphasizes that affirmative action is an integral part of the total staffing process.

A "Handbook for Special Emphasis Program Managers" has been designed to provide a working guide for the implementation and operation of these programs. These managers are responsible for providing advice and guidance to management officials on the enhancement of employment and advancement opportunities for minorities and women.

A Central Skills Bank has been established to provide Air Force-wide consideration for Air Force employees (and in some cases, non-Air Force applicants) who may be interested in positions outside their own installation. This has provided managers and supervisors with a larger pool of candidates for their vacancies and more available minority and women candidates for positions where underrepresentation exists.

All Air Force commands and bases use a variety of student employment programs to further affirmative employment goals. Among these are cooperative education, Junior Fellowship, summer hire, and stay-in-school programs. The largest command, Air Force Logistics Command (AFLC), has a "grow your own" engineer program which involves financial aid toward completion of undergraduate degrees in exchange for a post-graduation employment commitment. Many minority and female students have benefited from this program.

To encourage and reward those Air Force civilian and military members who support the goals of the affirmative employment program, the Secretary of the Air Force annually awards Air Force Distinguished Equal Opportunity Awards in

eleven categories.

Several MAJCOM's have made extensive use of Schedule B appointments for entry level administrative and managerial positions. Of more than 400 hired by one MAJCOM, 30 percent were minorities and 44 percent were women.

#### SPECIAL EMPHASIS PROGRAMS (SEP's)

The Hispanic Employment and Federal Women's Programs were established by Executive Order in 1972 and 1967 respectively. Each Air Force installation has, accordingly, established Hispanic Employment and Federal Women's Programs. In addition, the Air Force has authorized and encouraged the establishment of Black, American Indian/Alaskan Native, and Asian American/Pacific Islander Employment Programs where commanders have specific needs. Each of these programs is administered by program managers. The primary duties and responsibilities of Special Emphasis Program Managers (SEPM's) are to: assist in the recruitment, employment, and advancement of minorities and women in the Federal work force; and assist managers and supervisors with their Affirmative Employment Program responsibilities.

#### HISPANIC EMPLOYMENT PROGRAM (HEP)

In the last three years, Air Force has placed emphasis on the need to enhance the Air Force HEP throughout the Air Force. Several program actions were undertaken to accomplish this objective.

-- An aggressive information campaign was undertaken. The Air Force TIG Brief, Airman Magazine, DOD publications, and the Air Force Advisory Letters included articles on the Air Force HEP. An Air Force HEP Palace Flick outlining program objectives was also filmed and distributed.

-- Major command HEP managers were provided information concerning their role in the Affirmative Employment Plan through correspondence and action memoranda. All personnel offices were kept informed of program status, program information, and local status of initiatives and actions.

-- An ad hoc committee of HEP managers met at the Air Force Professional Personnel Management School at Gunter AFB, Alabama, and drafted recommendations for additional initiatives to enhance the Air Force program. One initiative resulted in the development of the Air Force HEP course.

-- Hispanic women's need for employment opportunities and program information was emphasized.

As of 30 September 1984, the total Air Force Hispanic civilian work force increased to 19,350, which is 9.8 percent of the total civilian work force. At the same time the representation of Hispanic women increased to 5,499 (2.8 percent). Over 48 percent of the total Hispanic work force are employed in administrative, technical, managerial, and professional positions.

The gains experienced in the Hispanic work force, as well as in other minority groups in the Department of the Air Force, are bottom-line results of aggressive SEP's and affirmative employment practices of management officials and supervisors.

### BLACK EMPLOYMENT PROGRAM (BEP)

BEP was established in the Air Force in 1977. Current Air Force policy encourages installation commanders to establish the program and appoint a manager as the need is determined. In 1983, a Department-level BEP manager was appointed. The appointment provided the program with the same visibility as the Federal Women's Program and HEP and sent a positive message to management and to Black employees. It also led to additional appointments of BEP managers at all levels and resulted in a stronger, more viable program.

Over the past five years, Black employment in the Air Force has increased from 8.7 to 9.8 percent. In the past three years alone, Air Force has added almost 1,000 Black employees. However, there is still much work to be done to overcome the underrepresentation of Blacks. The initiatives established under BEP, coupled with creative and innovative employment programs, will contribute to continued success.

### FEDERAL WOMEN'S PROGRAM (FWP)

Over the past ten years, there has been a measurable increase in the representation of women in the Air Force civilian work force. An effective FWP, under the Affirmative Employment Program, has provided the leadership and guidance which resulted in a 5.7 percentage point increase (from 29.9 to 35.6 percent of the total work force). In addition to growing in numbers, civilian women have been successful in overcoming barriers which previously excluded them from nontraditional occupations and higher-level positions.

Currently, women hold 25.5 percent of all GS-9 through 12 positions. This is an increase of 18.5 percentage points since 1974. In that same period, women have increased from zero to 4.3 percent in the Senior Executive Service; from 2.5 percent to 6.2 percent in the GM- and GS-13 through 15 grades; and from 7.2 percent to 9.1 percent in the nontraditional wage grade (blue collar) occupations.

Today women are in all occupational categories and in the highest level civilian management positions. They hold such positions as Principal Deputy Assistant Secretary; Command Director of Civilian Personnel; Chief Scientist; Air Force Director of Equal Employment Opportunity; Director of Space Physics Division; Chairperson, Contract Review Committee; and Assistant General Counsel for Military Affairs.

Seven new Air Force initiatives were issued to support the FWP. They addressed several areas of concern: management support and involvement; recruitment; a more inclusive program addressing the concerns of all women; career counseling; elimination of sexist language, behavior, and practices; a closer relationship with military women; and sexual harassment issues. These broad initiatives, which incorporated recommendations from the major commands, were issued as a guide. They included suggested strategies to address each area of concern. The major commands and FWP managers were encouraged to develop additional initiatives and strategies tailored to their local needs and programs.

QUESTION 5A: Please provide a breakdown of Air Force GDIP employees by grade level, sex, and minority group.

ANSWER: Appendix A depicts Air Force total on board GDIP personnel as of 30 September 1985.

QUESTION 5B: Provide the same breakdown for employees hired in the last year.

ANSWER: Appendix B depicts Air Force GDIP employees hired during FY 1985.

QUESTION 6: How have the total number and distribution of minority employees changed over the last 10 years?

ANSWER: Appendix C depicts the change in number and distribution of minority employees in Air Force GDIP positions over the past four years; data is not available prior to FY 1981.

QUESTION 7A: How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility?

ANSWER: Policies to ensure compliance with the principles of equal employment opportunity are promulgated at all levels within Air Force. These policies and operational procedures and programs are periodically reviewed during on-site evaluations by Air Force, Equal Employment Opportunity Commission, and Office of Personnel Management evaluation teams. Individual Air Force supervisors and managers, as a matter of policy, are evaluated on their EEO practices as a part of their overall performance ratings and those who have made outstanding contributions to the Air Force EEO program are recognized through various awards programs. Additionally, the use of a computerized personnel data base permits statistical analysis of organizational trends in eliminating underrepresentation of women and minorities. Finally, a discrimination complaint system permits any employee or applicant to raise allegations of discrimination and have their concerns addressed. Complaints are carefully reviewed and resolved at the lowest possible level. Corrective action is taken when indicated.

In summary, the traditional management structure is used to ensure that EEO principles and other matters of national policy are practiced in the Air Force work environment. The policies are clearly stated, related programs are carefully evaluated, and managers and supervisors are held accountable for program status.

QUESTION 7B: What programs do you have in place to insure awareness of such rules and regulations throughout Air Force?

ANSWER: AFR 40-713 establishes the Air Force EEO and AAP to implement federal law in promoting equality of opportunity for civilian employees regardless of race, color, religion, sex, age, or national origin. It requires commanders to take affirmative actions to eliminate underrepresentation through implementation of an AAPP.

Responsibility for implementation of Air Force policy is shared by management personnel at all levels and designated EEO and AAP officials. The AAP is designated to eradicate any discrimination by act or inference and to ensure



that:

-- All personnel actions and employment practices are based solely on merit and fitness.

-- All facilities, activities, and services operated by, sponsored by, or participated in by the Air Force are not segregated and that their use will not be determined by race, color, age, or national origin. They will be made available on an equal basis to all religions and to both women and men regardless of age.

-- The Air Force continues to seek out and correct or eliminate any personnel management policy, procedure, or practice that may result in any advantage in employment or deny equality of opportunity to any group or individual on the basis of race, color, religion, sex, age, or national origin.

-- Reasonable accommodation will be made to religious needs of employees, including those who observe the Sabbath on a day other than Sunday when such changes can be made (by granting leave, changing tours of duty, etc.) without undue adverse impact on the Air Force mission.

-- The skills of Air Force employees will be used to the fullest possible extent. Underutilized employees will be identified. To the extent possible, they will be provided with working opportunities in concert with mission requirements and commensurate with their knowledge, skills, and abilities.

Under AFR 40-300, Filling Positions, Air Force will make sure that civilian positions are filled on principle of merit and qualification without discrimination because of race, religion, sex, color, age, national origin, handicapping condition, marital status, political affiliation, or any other nonmerit factors.

The EEO and AAP function is organizationally located in the civilian personnel function at all levels in the Air Force. This placement integrates EEO and AAP policies into all facets of the personnel program. Although the mechanisms for achieving EEO objectives are primarily within the civilian personnel function, the actual accomplishment of affirmative actions goals rests with Air Force management. The Activity Commander has overall responsibility for EEO and affirmative action. The Activity Commander will designate members to the EEO and AAP committee by letter. Committees include supervisors, key management officials, and, as appropriate, work force representatives determined according to existing statutory requirements. The primary function of these committees are:

-- Review discrimination complaints to analyze, identify, and recommend actions required to enhance employment policies and practices.

-- Review trends in personnel actions including computation of adverse impact under the UGESP to determine if personnel administration and management practices allow qualified candidates an opportunity for appointment and career mobility.

-- Monitor minority and women recruitment efforts to ensure identification of all possible recruitment sources.

- Recommend corrective actions to be taken by appropriate officials when adverse trends and artificial barriers are identified.

- Review organizational inputs to AAPP's for adequacy and assess progress toward achieving AAPP goals, at least quarterly, including review of statistical data on work force composition.

- Review status of SEP's and assist in planning and executing SEP activities.

- Recommend appropriate activities to support and enhance SEPM observances such as Hispanic Heritage Week, Black History Week, Federal Women's Week, and similar SEP activities.

Managers and supervisors at all organizational levels will accomplish the following:

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

- Maintain awareness of the intent and requirements of AAP's.

- Analyze work force composition and develop and implement organizational AAPP's which include establishment of goals and timetables to remedy underrepresentation of women and minorities. Publicize plans to ensure that employees are aware of and have access to AAPP's.

- Ensure personnel actions, including those accomplished by subordinate supervisors, consider affirmative action in employment decisions such as promotions, reassignments, training, awards, and other personnel management actions.

- Support and attend minority group and women's activities such as community relations activities, meetings, workshops, conferences, and job fairs.

- Participate in self-evaluation of affirmative actions accomplishments, including reviews in compliance with AFR 40-5, Evaluation of Personnel Management and Administration.

AIR FORCE  
GDIP ONLY  
AS OF 30 SEPTEMBER 1985

GS	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON- MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
2	1	5				1			1	24	2	30
3	1	3							2	18	3	21
4		12		1		1			7	48	7	62
5		17				2		1	21	118	21	138
6		8		1					11	72	11	81
7	7	7	1	2	1				30	56	39	65
8		2							11	6	11	8
9	1	7			2	2			46	28	49	37
10	1	1							6	2	7	3
11	9	12	1	1	4	1			119	50	133	64
12	3	4	2	1	7				258	40	270	45
13	3	1	2	1	2		1		214	6	222	8
14	3		1						106	1	110	1
15									25		25	
SES									8		8	
TOTAL	29	79	7	7	16	7	1	1	865	469	918	563

Enclosure 3, Appendix A, to S-136/D/GDIP

AIR FORCE  
GDIP ONLY  
FY 1985 ACCESSIONS

GS	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON-MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
2		1				1						2
3	1										1	
4				1		1			1		1	2
5		5						1	8	9	8	15
6		3							4	9	4	12
7	5								7	9	12	9
8		1							3	2	3	3
9		2			2	2					2	4
10	1	1							1	1	2	2
11	6	1			1				12	2	19	3
12		1	2						4	3	6	4
13			1		1		1		7	2	10	2
14									2	1	2	1
15									2		2	
SES									1		1	
TOTAL	13	15	3	1	4	4	1	1	52	38	73	59

Enclosure 3, Appendix B, to S-136/D/GDIP

## AIR FORCE

## GDIP ONLY

## CHANGE IN NUMBER AND DISTRIBUTION OF MINORITY EMPLOYEES

GDIP U.S.	BLACK		HISPANIC		ASIAN AMERICAN		NATIVE AMERICAN		MINORITIES	FEMALE
CIVILIANS	TOTAL	(%)	TOTAL	(%)	TOTAL	(%)	TOTAL	(%)	TOTAL	(%)
END FY81*	1,281	95 (7.4)	11 (0.8)	16 (1.2)	4 (0.3)	126 (9.8)	474	(37)		
END FY85	1,481	108 (7.3)	14 (0.9)	23 (1.5)	2 (0.14)	147 (9.9)	563	(38)		
% CHANGE		+14	+27	+44	-50	+17		+19		

\* Data for Air Force GDIP positions is not available prior to FY 1981.

Enclosure 3, Appendix C, to S-136/D/GDIP

## DEFENSE INTELLIGENCE AGENCY RESPONSE

QUESTION 1: Would you describe your recruitment hiring and promotion policies regarding minorities?

ANSWER: DIA is particularly concerned that present recruitment and hiring sources continue to provide the qualified minority and female applicants to meet organizational needs. Minority and female non-professional representation in the DIA work force continues to be excellent. However, attracting minorities and women for professional positions remains a concern. DIA has developed an OPM-approved FEORP specifically designed to enhance opportunities for minorities. The key elements of this program include advertising focused toward minority educational institutions and labor sources and on-campus college recruitment at predominantly minority schools and other schools with high minority enrollments.

DIA's vacancy announcement system allows employees the opportunity to request consideration for reassignment if they feel their existing talents are not being fully considered and used. In some instances, certain paper qualifications have been waived to capitalize on the skills of employees who, because of their current assignment, would otherwise not have the opportunity to realize their potential.

QUESTION 2: What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

ANSWER: Affirmative actions are as follows:

-- Focused advertisements in the Black Collegian, Hispanic Times, and College Placement Annuals.

-- On-campus recruitment at selected, predominantly minority institutions and at colleges and universities with significant minority enrollments.

-- Opening a significant proportion of vacancy announcements to "all sources" and widely disseminating the announcements.

-- Using paid advertising routinely and frequently to reach local and national labor market sources.

QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

ANSWER: DIA has had a formal UMP since the mid-1970s. Its effectiveness is evident in the fact that, since 1987, 51 employees have completed the program and all except 3 were minorities or women. The most successful UMP graduate to date, in terms of grade level, is a female senior Supervisory Intelligence Research Specialist, GS-132-14.

QUESTION 4: Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so,

Enclosure 4 to S-136/D/GDIP

provide a description of the program(s) and what action would be required to implement the proposal.

ANSWER: DIA has an OPM-approved FEORP which is specifically designed to enhance employment and advancement opportunities for minorities. Key features of this program include recruitment advertising focused toward minority labor sources and educational institutions; on-campus college recruitment at predominantly minority schools and other schools with high minority enrollments; and a long established UMP. Additionally, with the move into the current facility, DIA has held well-received programs for its personnel on Black History, Hispanic Heritage, and other special emphasis EEO areas.

These programs have been successful in improving overall representation of minorities across DIA. In fact, the rate of growth in numbers of minorities employed by DIA has significantly exceeded overall growth in U.S. civilian employment over the last ten years. Similarly, the representation of minorities in the DIA total workforce has increased by about three percent over the last ten years and compares very favorably to DOD-wide levels.

In addition to continuing to improve overall representation of minorities, a major goal is to increase representation of minorities in professional occupations and higher grade levels. Despite numerical progress over the last ten years, DIA has yet to realize potential levels of representation in higher grade levels. This is reflective of the highly competitive labor market for the "cream of the crop" in professional occupations.

QUESTION 5A: Please provide a breakdown of DIA employees by grade level, sex, and minority group.

ANSWER: Appendix A depicts total on-board DIA GDIP personnel as of 30 September 1985.

QUESTION 5B: Provide the same breakdown for employees hired in the last year.

ANSWER: Appendix B gives a breakdown of all DIA GDIP employees hired during FY 1985.

QUESTION 6: How have the total number and distribution of minority employees changed over the last 10 years?

ANSWER: Appendix C depicts the change in number and distribution of minority DIA GDIP employees over the past 10 years. Minority employees have made substantial progress in DIA in terms of both absolute numbers and percentage of the total population.

QUESTION 7A: How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility?

ANSWER: DIA is involved in a wide spectrum of positive actions to promulgate managerial awareness and adherence to the rules and regulations regarding equal opportunity and upward mobility including, but not limited to:

-- Annual briefings provided to senior leadership and staff to increase their awareness of EEO activities and Agency status and goals. The Director, DIA, is a highly visible spokesman for equal opportunity and upward mobility throughout the year at Agency-wide EEO observances, staff meetings, and other Agency functions designed to heighten awareness and practice of EEO rules and regulations.

-- Development and implementation of an Inspector General Self-Inspection Handbook containing a section on EEO matters designed to enhance the sensitivity and knowledge of managers and staff officers throughout DIA.

-- Personal supervision by the DIA EEO Officer to insure adherence to EEOC rules and regulations concerning Affirmative Action Plans for minorities.

-- Assignment of an EEO/Personnel Specialist as a non-voting member of Civilian Evaluation Panels (CEP's) for high grade positions to insure consideration and awareness of EEO matters and recommendation of the most qualified candidates for promotion consideration.

QUESTION 7B: What programs do you have in place to insure awareness of such rules and regulations throughout DIA?

ANSWER: The DIA Office of Training and EEO Staff have worked out program arrangements to present courses entitled "EEO for Supervisors and Managers" and "Supervisory Development Seminar." For the past two years, these courses have been presented three times a year. The first involves a 16-hour presentation and the latter a 32-hour seminar with eight hours dedicated to EEO principles and court cases. Additionally, management and senior executive personnel are periodically briefed and provided EEO status reports to enhance their awareness.



SECRET



25X1

GDIP ONLY

END OF FY 1985

AMERICAN						NON-					
M	F	M	F	M	F	M	F	M	F	M	F
	21		1					2	15	2	37
3	23						1	3	31	6	55
26	29		5			1	2	26	64	53	100
10	50		5		1		2	19	84	29	142
14	73	2	3	1		2	2	61	158	80	236
10	21							21	64	31	85
27	27		2		2	1		117	87	145	118
7	4							10	8	17	12
17	13		1	2	1	1		131	50	151	65
20	9	2		4			1	204	84	230	94
11	10	3		4				406	80	424	90
15		3		5	1	2		398	29	423	30
	1			1	1			182	17	183	19
								39	1	39	1
12	1	2				1		39	2	54	3

25X1

25X1

25X1

\* Wage grade.

SECRET

Enclosure 4, Appendix A, to D-136/D/GDIP

SECRET



25X1

GDIP ONLY

FY 1985 ACCESSIONS

AMERICAN NON-

25X1

25X1

25X1

	AMERICAN				NON-							
	M	F	M	F	M	F	M	F				
		21		1			2	15	2	37		
	1	8					1	8	2	16		
	6	8		2		2	13	31	19	43		
	1	14	1	3			1	3	29	5	47	
	6	5	2		1		1	1	30	24	40	30
	1							1	2	2	2	
	1	4		1				22	10	23	15	
	1							1		2		
	3	2		1	1			23	11	27	14	
	4		1		1			37	12	43	12	
								28	8	28	8	
								19	4	19	4	
								3	1	3	1	
	1							5		6		

\* Wage grade.

SECRET

Enclosure 4, Appendix B, to S-136/D/GDIP

CONFIDENTIAL



25X1

GDIP ONLY

CHANGE IN NUMBER AND DISTRIBUTION OF MINORITY EMPLOYEES

GDIP U.S. ASIAN NATIVE



25X1

TOTAL TOTAL (%) TOTAL (%) TOTAL (%) TOTAL (%) TOTAL (%) TOTAL (%)



302 (13) 11 (.5) 6 (.3) 1 (.04) 320 (13) 903 (38)

25X1

454 (15) 29(1.0) 23 (.8) 16 (.5) 522 (18) 1087 (37)

% Change

+50 +164 +283 +1500 +69 +20

CONFIDENTIAL

Enclosure 4, Appendix C, to S-136/D/DGIP

SSCI

SAC

HAC

4/17/86

Swider  
4/25/86

FBI'S RESPONSE TO HOUSE  
PERMANENT SELECT COMMITTEE  
ON INTELLIGENCE (HPSCI)  
RE: EQUAL EMPLOYMENT OPPORTUNITY

1. Would you describe your recruitment, hiring and promotion policies regarding minorities? Please provide a copy of any plans, directives, regulations or manuals which define or delineate these policies.

### RECRUITMENT

Part I, Section 4 of the Manual of Administrative Operations (MAOP) provides an overview of recruitment strategies. (Attachment 1A)

A recently designed brochure directed primarily toward the Special Agent position is also attached. (Attachment 1B)

### HIRING

#### Special Agent (SA) Selection System

There are five entrance programs, reflective of our needs, under which applicants can qualify for appointment to the SA position. These are Law, Accounting, Language, Engineering/Science, and Diversified. An applicant applying under the Law Program must be a graduate of a state-accredited law school with at least two years of undergraduate work at an accredited college or university. All other programs require a four-year college degree from an accredited school, as well as specialized education, ability and/or experience appropriate to the program. In addition to the five entrance programs, there are two more selection categories - female and minority - also reflective of our needs. To be included in either of these categories, an applicant must first meet the threshold requirements for one or more of the five entrance programs.

A basic concept of the current selection system is that each applicant competes only against the other candidates in his/her respective selection program(s). The selection process consists of three phases - testing, interview, and background investigation - in that order. The tests and interview are the initial screening devices, and in order to advance from one stage of processing to the next, an applicant's scores must be competitive with those of other candidates in the same program. Life experiences, accomplishments, and demonstrated motivation, as opposed to test and interview scores, assume major importance in making final appointive decisions regarding those applicants who reach the background investigation phase. Our aim at any given time is to select for appointment the best available candidates from each selection category.

Candidates are eligible to make application and begin their processing when they are within a specified time of meeting all the threshold requirements for the program(s) under which they intend to apply. Applicants who apply under the Accounting,

Language and certain categories of the Engineering/Science Program are initially required to take specialized tests to assess their ability in their field of expertise. An applicant who successfully passes the specialized test in his/her field can then be afforded the test battery given to all SA applicants regardless of the program(s) under which they are applying. This battery, called the Special Agent Entrance Examination (SAEE), has been validated by Advanced Research Resources Organization (ARRO) and is predictive of job performance based on the most current information about the abilities and traits required for the SA position. Minimum qualifying scores have been established for each selection category based on the need for specific candidates from that particular program. All applicants who achieve the minimum qualifying score which has been established for their particular entrance program(s) are eligible to move on to the interview phase of the selection system.

The interview of an SA applicant is presently conducted by a three-member panel of trained interviewers who are themselves SAs with varied investigative experience and who generally have a minimum of three years' service as an SA. The course of training provided the interviewers was designed by Development Dimensions, Inc., an industrial consulting firm. The interview itself is highly structured and is targeted to elicit responses which will enable the interviewers to assess the applicant in seven weighted dimensions which have been validated as being job related. A maximum of 55 points is attainable on the interview, with a minimum qualifying score again being required for further consideration.

The total of the test and interview scores, known as the Percentile Ranking Grade (PRG), is the basis for the final ranking of each SA candidate, both within his/her particular program(s), and on a general listing which includes all individuals in the system regardless of program. Selections for further processing are based on our specialized needs at the time, with those who attain a qualifying PRG being selected.

Those highly ranked individuals who are chosen for further consideration are next subjected to a physical examination to ascertain their physical fitness for duty as an SA, as well as a thorough background investigation designed to further determine the candidate's suitability for employment. In an effort to make our selection system more flexible and take into consideration "life experiences," in addition to test and interview scores, we utilize a "broad-band" selection concept in making final selections for appointment. This entails ordering considerably more background investigations than we have vacancies, but allows the Agent Program Managers making appointive decisions the opportunity to evaluate the total backgrounds of a number of highly ranked candidates whose scores are within the same general

range, and base final class selections on the totality of the information in each applicant's case. Each candidate's overall qualifications are carefully weighted against those of the other individuals in competition for appointments, which helps to ensure that an applicant with a demonstrated record of high achievement in the academic and/or employment field will not be overlooked simply because his/her PRG is slightly lower than that of some other candidate whose overall record is perhaps less impressive. By incorporating the "broad-band" concept into our system, our testing instruments are not being utilized as an end in themselves, but rather as a means to an end, i.e., a measure of potential for academic and on-the-job success, which can thereafter be further assessed through an indepth investigation of the applicant's performance to date.

Candidates competing in our current Special Agent Selection System can be considered under more than one program if they have the necessary qualifications, and there is a provision for each applicant to be reprocessed one time only, at least one year after the initial administration of the SAEE, if he/she so desires. There is no limitation on the number of times an applicant can take the specialized tests. Veterans' preference points are applied, as appropriate.

### PROMOTION

1) The Manual of Administrative Operations and Procedures (MAOP) Section 7, sets forth the policy of the FBI regarding promotion of both Support and Special Agent personnel. Promotion consideration for any employee is based upon merit, fitness and qualifications of the individual employee. The FBI has a centralized personnel function where all recommendations for promotion are reviewed before final approval. This impartial review insures that the best candidate based on merit and job-related criteria without personal favoritism or regard to political or religious affiliation or non-affiliation, marital status, race, color, sex, national origin, age or non-disqualifying physical handicap.

2) Attachment 1C is the portion of the MAOP pertaining to promotions. Attachment 1D is a memorandum which initiated the posting of job vacancy announcements. The posting system continues in effect.

3) Inasmuch as the FBI is an excepted service, the change from one series classification to another is not as restrictive as it may be in some organizations; therefore, it is not difficult to change from one career path series to another career path series when the applicant meets the requirements for the position. For this reason and the fact that promotions are almost without exception made from within the organization and hiring is primarily at the entry level, there is potential for advancement in any position.

**PART I****SECTION 4. EQUAL EMPLOYMENT OPPORTUNITY/UPWARD MOBILITY****4-6.1.1 Minority and Female Recruiting**

Suggested means of attracting members of minority groups and women are: contacts with high schools, business and specialty schools, colleges and law schools, women's colleges and organizations; contacts with civic, professional, business, and religious leaders; contacts with minority groups such as Urban League; contacts with military separation centers and other logical military bases including the transition officers at such centers and bases; contacts with graduating seniors who are also receiving commissions in the military as a result of ROTC programs at colleges having a predominance of minority students, suggesting career potential as SA in FBI following separation and that while in military they may be in contact with minority officers being separated from military or who would be inclined to separate if they were assured of a good job; contact with law enforcement agencies; contact with local offices of pertinent Federal and state employment opportunity programs for the underprivileged; contact with state employment services; mention in the press, particularly appropriate women's, minority, and foreign language newspapers, i.e., Spanish, including publicity on achievements or career information on our individual women and minority employees; treatment during radio and television broadcasts, particularly over minority-oriented stations, including participation by women and minority employees; explanation of the program and opportunities by Special Agents incidental to their many and varied contacts while on investigative assignments; treatment during speeches before groups which include a representative number of women and minority group members; utilization of informal contacts, such as with friends, neighbors, etc., and treatment during tours of field offices. These suggestions are by no means all-inclusive but are to be supplemented consistent with individual field office effort. SACs and FBIHQ division heads must ensure that handling of all applicants is proper, and that coverage of sources of applicants is complete. The positive EEO program implemented by each field office must be under the personal direction of the SAC who must ensure that the office applies a positive and forward-looking approach toward recruitment in this area.



May 1985

U.S. Department of Justice  
Federal Bureau of Investigation



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# A PROUD HISTORY... A BRIGHT FUTURE

## Careers With The FBI



PART I

SECTION 7. PROMOTIONS

7-1 GENERAL PLACEMENT AND PROMOTION POLICY - SUPPORT AND SERVICE PERSONNEL

[ (1) The policy of the FBI is to fill all vacancies based on merit and fitness. Merit, based on demonstrated skill, knowledge, ability and the employee's contributions to the Bureau's service, is the predominant factor to be considered in selecting support employees for more responsible or higher grade positions. Seniority is a secondary factor and merely a control to assure no senior employee is being overlooked. Seniority is a determining factor only when two or more employees are considered to be equally qualified from a merit standpoint.

[ (2) Personnel decisions are based on merit and job-related criteria without personal favoritism or regard to political or religious affiliation or nonaffiliation, marital status, race, color, sex, national origin, age, or nondisqualifying physical handicap.

[ (3) Merit procedures are to be used in making selections for trial assignment, reassignment, promotion, details, principal relief, backup to permanent incumbent, training, and any other action affecting the employee's duties or assignments that may in any manner prepare him/her for advancement or enhance his/her qualifications beyond that of his/her peers.

[ (4) Every supervisor has the responsibility of keeping employees informed of the Bureau's policy in regard to placement and promotion, and to encourage and assist them in developing promotional potentialities. Also, supervisors are to ensure all vacancies are staffed by the best persons available and that all involved employees are receiving fair consideration.]

## PART I

## SECTION 7. PROMOTIONS

[ 7-2            POSTING GUIDELINES

[            (1) Support vacancies which do not require specific or  
 [ specialized experience at a lateral or next lower level in the work involved  
 [ must be posted on special bulletin boards that have been provided for this  
 [ purpose. The notice must indicate: title; series; grade; opening and closing  
 [ dates; promotional potential; general duties; any special requirements such as  
 [ tour of duty, travel, expected overtime, etc.; and all items which will be  
 [ used to rank candidates for selection, such as knowledges, skills, abilities,  
 [ and other characteristics. Most of these items can be identified through a  
 [ review of the job description and accompanying guidelines. While traits such  
 [ as attitude, dependability (attendance), resourcefulness, judgment, ability to  
 [ work under stress, forcefulness, and the like, cannot be articulated in a  
 [ position description, they should be set out in the vacancy notice if the  
 [ possession or lack thereof will affect performance of duties. Be sure to  
 [ include any requirements for testing.

[            (2) The determination whether or not to post a position depends  
 [ upon the duties of the position, its location in the organizational entity,  
 [ past practice, and the scope of competition. If only two or three employees  
 [ are qualified or eligible for the position, it serves no useful purpose to  
 [ post. When the number is small, it is better to consider all candidates.  
 [ There are certain positions that do not require posting. Three examples of  
 [ this are as follows:

[            (a) Clerk-Typist GS-5, since advancement is based on the  
 [ employees meeting fair and reasonable production and accuracy requirements  
 [ established by each office for promotion to GS-5;

[            (b) A career ladder GS-7 position, wherein selection was  
 [ made at the GS-5 level based on established selection criteria;

[            (c) A vacancy requiring experience in an individual unit,  
 [ section, or division; it is better to consider all employees involved or to do  
 [ an internal canvass.

[            (3) A vacancy notice is to be posted for a minimum period of ten  
 [ workdays (if circumstances require a shorter period, make sure all employees  
 [ are aware of this).

[            (4) Candidates must be physically and mentally able to  
 [ efficiently perform the essential functions of the position without hazard to  
 [ themselves or others. This does not mean, however, that a handicap will  
 [ disqualify a candidate for a position or that reasonable accommodation should  
 [ not be considered in determining a candidate's ability to perform the duties  
 [ of a position. Reasonable accommodation may include, but is not limited to,  
 [ the use of assistive devices, job or worksite modification or restructuring,  
 [ provision of readers, interpreters, or adjusting work schedules. If specific  
 [ physical requirements are an integral part of the position, this must be  
 [ indicated.

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[ 7-3            RESPONSES TO POSTINGS

[            (1) It is incumbent upon any employee who meets the stated  
[ qualifications and who desires to be considered for a posted vacancy to  
[ respond prior to the expiration date of the notice. Closing dates will be  
[ strictly adhered to and no consideration will be given to any responses  
[ received after that date.

[            (2) Employees who expect to be in a leave status during posting  
[ time frame(s) are encouraged to employ a "buddy system" wherein another  
[ individual advises absent employee of vacancies that may be of an interest to  
[ the employee.

[ 7-4            SCREENING

[            (1) An initial review of all candidates in the area of  
[ consideration or all who responded to a vacancy announcement, will be  
[ necessary in order to screen out unqualified and/or ineligible candidates.  
[ The overall objectives of screening are to narrow the number of candidates to  
[ a reasonable number from which a selection can be made and to assure that  
[ selection is made from among the best qualified candidates.

[            (2) Unqualified candidates should be eliminated from further  
[ consideration on the basis of elements that are essential to adequate  
[ performance in the specific position to be filled. It is important that  
[ screen-out criteria distinguish only between those who can adequately perform  
[ in the job and those who cannot. It is also important to avoid use of  
[ screen-out criteria which unduly restrict competition or impose artificial  
[ barriers, for instance by including as an element a skill which can be learned  
[ within a reasonable period.

[            (3) Ineligible candidates should be eliminated from further  
[ consideration on the basis of: undesirable attendance record; failure to meet  
[ time-in-grade restrictions; on warning or probation for work performance;  
[ under administrative action, etc.]

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[[7-5 ATTENDANCE

[ The Bureau expects every employee considered for advancement to  
 [ attend work regularly. If attendance of employee is questionable, completely  
 [ analyze situation for Bureau's benefit. Such factors as number of absences  
 [ for illness, reasons, frequency, and pattern of such absences are significant,  
 [ along with steps employee has undertaken to improve health and attendance.  
 [ Each recommendation for selection of a candidate must include comment whether  
 [ attendance record is considered satisfactory.

[ 7-6 TIME-IN-GRADE RESTRICTIONS

[ Time-in-grade restrictions have been mandated by the Office of  
 [ Personnel Management and reinforced by Department of Justice directives.  
 [ Time-in-grade restrictions are for the purpose of preventing excessively rapid  
 [ promotions and are the minimum requirements that must be met. Certain  
 [ positions, because of the nature of the duties, may require longer periods at  
 [ a specific grade level before advancement.

[ (1) Candidates for advancement to a position as GS-12 or above  
 [ must have completed at least one year of service in positions no more than one  
 [ grade lower than the position to be filled.

[ (2) Candidates for advancement to a position at GS-6 through  
 [ GS-11, which is in a line of work properly classified at one-grade intervals,  
 [ must have completed at least one year of service in positions no more than one  
 [ grade lower than position to be filled.

[ (3) When there is no position at the next lower grade in the  
 [ normal line of promotion to the position to be filled, candidates must have at  
 [ least one year of service in positions no more than two grades lower than the  
 [ position to be filled.

[ (4) Candidates for advancement to a position at GS-7, 9, or 11,  
 [ which is in a line of work properly classified at two-grade intervals, must  
 [ have completed at least one year of service in positions no more than two  
 [ grades lower than the position to be filled.

[ (5) Candidates may be advanced to a position in grade GS-5 or  
 [ below if:

[ (a) The position is no more than two grades above the lowest  
 [ grade level employee held within the preceding year.

[ (b) Employee met the above restriction for advancement to  
 [ the grade of the position any time in the past.

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(c) Employee previously held a position at or above the grade level of the position to be filled, at any time under any type of appointment.

(6) Exceptions to time-in-grade restrictions will be considered only on the request of the appropriate SAC or Assistant Director and then only to avoid undue hardship or inequity in an individual case of meritorious nature. Before any exception can be made, the case must be submitted in detail to Headquarters, which in turn will be submitted to the Department of Justice for presentation to the Office of Personnel Management for approval.

The number of advancements an employee may receive, and the number of grades, he/she may be advanced, are not limited so long as one of the above terms is met at the time of each advancement.

(7) Time-in-grade restrictions apply to the promotion of employees to higher levels of the same position, such as Clerk-Typist, or to higher levels of positions in a like or closely allied line of work involving the same skills, such as clerical skills. Under certain circumstances, employees may be promoted through reappointment procedures to a higher pay level in a different position without regard to time-in-grade restrictions. Under this procedure, an employee may be promoted to a higher grade in a position not in the normal line of advancement in the employee's current position. This is a promotion to a position in another line of work for which the employee is otherwise well qualified and for which experience in the current position is not germane. The employee is promoted as a result of reappointing the employee into the new position. For example, a Clerk-Typist, GS-4, with a bachelor's degree in accounting may be reappointed as an Accounting Technician, GS-6, without first having spent one year in GS-5. Experience as a Clerk-Typist is not considered germane to the Accounting Technician position. The degree in accounting qualifies the employee for the GS-6 Accounting Technician position. The Accounting Technician position is not closely allied with the Clerk-Typist position. Conversely, a Clerk-Typist

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[ GS-4, cannot be reappointed as a Secretary GS-6, since the skills required for  
[ both positions are closely allied. Generally, if the employee could have been  
[ hired directly in the higher graded position, the employee may be reappointed  
[ to the higher graded position without regard to time-in-grade restrictions.

[ In situations of this nature, the employee must be qualified for the new  
[ position and otherwise eligible for selection under normal procedures.  
[ Requests for reappointments are to be submitted to the Administrative Services  
[ Division, Attention: Personnel Officer. Set forth detailed information as  
[ to the employee's qualifications and positions involved.

[ 7-7 PERFORMANCE APPRAISALS

[ (1) Refer to Part I, Section 5-6, of this manual, "Overall  
[ Adjective Rating," for guidance on the level of performance required to be  
[ considered for advancement.

[ (2) Level of performance may be used as a selection criterion if  
[ all of the candidates are rated on the same critical elements and at the same  
[ grade level. Screen out employees rated below Fully Successful.

[ (3) A principal difference between considering current appraisals  
[ for promotion purposes and appraisals for other purposes is that appraisals  
[ for promotion focus on the job to be filled, and appraisals for other purposes  
[ focus on the employee's present job. It is important that appraisals used to  
[ evaluate employees for promotion to be relevant to the job for which they are  
[ being considered, if they are not, care should be taken to ensure that due  
[ credit is given for related work behaviors and knowledges, skills, abilities  
[ and other characteristics that have been demonstrated at different levels than  
[ those needed on the new job.

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[ 7-8            SENIORITY

[            (1) Length of service may be used only to the extent to which it  
 [ can be shown to be a valid, job-related factor for the position being filled.  
 [ This limitation does not rule out use of length of service as a tie breaker if  
 [ after all appropriate evaluation factors have been applied, and two or more  
 [ employees have been determined to be equally qualified.

[            (2) To ensure all employees in an area of consideration for a  
 [ vacancy are identified, each division head and SAC must maintain a list of  
 [ support employees by grade, arranged within each grade, in order in which  
 [ employee entered on duty. Particular attention should be given to employees  
 [ who are absent for legitimate reasons, e.g., detail, on leave, military  
 [ service, etc. Adjusted entry-on-duty dates should be computed for  
 [ reinstatements other than mandatory military restorations. Mandatory military  
 [ restorations maintain their original entry-on-duty date. This index must be  
 [ referred to in selecting candidates for all promotional opportunities,  
 [ especially those that are not required to be posted; e.g., in filling GS-5  
 [ position, every GS-4 employee in the office should be considered, whether  
 [ absent or not.

[ 7-9            EVALUATION AND SELECTION

[            In making selections for support vacancies, one of the first  
 [ factors involved is the establishment of the exact selection criteria to be  
 [ used unless already established in the event the position was posted. Tools  
 [ used by selecting officials to establish criteria may include but are not  
 [ limited to Manual of Administrative Operations and Procedures, pertinent  
 [ position descriptions (and guidelines and notes accompanying the description),  
 [ SAC Memoranda, employee personnel files, responses to the vacancy notice,  
 [ X-118 Qualification Standards, Position Classification Standards, and test  
 [ scores.

[            (1) Job Analysis

[            The foundation of a sound evaluation process is the careful  
 [ analysis of the job. This critical step is necessary to determine the  
 [ qualification requirements and the measurement instruments that will be used  
 [ to assess the candidates. The work qualification requirements that should be  
 [ identified are work behaviors and knowledges, skills, abilities and other



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[ characteristics, and the level or amount needed for each. On the basis of  
 [ this information, appropriate measurement methods can be selected or developed  
 [ in terms of job needs. The job analysis should also identify information  
 [ pertaining to the total environment of the job, its position in a career  
 [ ladder, etc. If an element is found to be essential to successful  
 [ performance, it may be added as a selection factor. (Example: A position may  
 [ require foreign language ability.)

[ Selection for certain positions can be made without a full job analysis if the  
 [ factors that are essential to job performance are such that cannot be  
 [ articulated in the description. (Example: The requirement to meet certain  
 [ production rates.)

[ (2) Training, Education, and Experience

[ Evaluation of training, education, and experience is used to  
 [ predict the probable effectiveness of future performance on the basis of  
 [ quality of relevant past performance and to determine how well the candidate  
 [ is prepared for higher level work. Credit for training, education, and  
 [ experience are evaluated in terms of the degree to which the employee  
 [ possesses the work behaviors or the knowledges, skills, and abilities that are  
 [ needed for successful performance in the job being filled.

[ (3) Tests

[ Tests in some instances are a prerequisite for selection. In  
 [ these instances the scores are only one consideration in the selection  
 [ process. Cut-off scores can be established when past practice indicates that  
 [ employees scoring below a certain level have little or no chance of being  
 [ selected for the position in question.

[ (a) Written tests are valuable in identifying knowledge,  
 [ skills, abilities, and other characteristics that employees may have had  
 [ little opportunity to demonstrate through past performance. They also are  
 [ appropriate measures of information or knowledge about given subjects.

[ (b) Performance tests are tests in which the employee uses  
 [ physical equipment or stimulates or replicates a work process or product.  
 [ Well-known examples are the stenographic/typist tests and the road test for  
 [ driving skills. Performance tests are particularly useful in the skilled  
 [ trades.

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(c) Oral tests are standard questions which are used to measure the employee's ability to respond to problems and to demonstrate job knowledge. These tests are usually used in interviews and career board sessions.

(4) Selection

To identify the best qualified employees, the results of the evaluation should be used to group eligible candidates in order of relative merit. All candidates are to be equally evaluated on the same criteria and in the same manner. Selection officials should not be confronted with so many employees that he/she cannot reasonably review every case and make comparisons among all employees. At the same time, it is improper to reduce the number in the best qualified group on the basis of minute evaluation score difference, or arbitrary or artificial factors, which are unlikely to have real meaning in terms of likelihood of success on the job. When too large a number of employees in the best qualified group continues to be a problem, it is probably indicative of need to review the job information and evaluation procedures to focus more clearly on work behaviors or knowledges, skills, abilities, and other characteristics which distinguish highly successful performance. Selection officials may find it helpful to make charts outlining qualifications and contributions to the Bureau's service of candidates to be compared side by side. When the candidates have been ranked in order of merit based on written evidence, the selecting official or board may make a choice either with or without an interview of the candidates. The recommended employee must be given an opportunity to review the description of the new position.

(5) Interviews

(a) Some important elements of the job may be identified from the job analysis which involve personal characteristics of the employee. In some cases, observable information pertinent to these elements cannot be obtained adequately by means such as appraisals, etc. In these instances an interview with the employee may be useful. In addition, an interview may be useful as means for giving information about the job to the employee. Interviews are to be job related and are to be used consistently with other methods. If no elements are identified that must be measured by an interview, it is not necessary to interview candidates.

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[ (b) It is critical that the interview be well planned in  
[ terms of the behaviors and responses to be observed, the evaluation standards  
[ to be applied, and the procedures for conducting the interview session. It is  
[ particularly important to pay careful attention to objectivity. The interview  
[ should be structured so that the information to be obtained is well defined  
[ and recorded. Special care should be taken not to ask questions which violate  
[ equal opportunity law.

[ (c) Since the interview, at best, is only a small sample of  
[ the employee's behavior and is conducted in a setting which may not be  
[ representative of the work situation, care should be taken not to attribute  
[ more precision to the interview than it warrants.

[ (6) Career Boards

[ (a) While it is not an Administrative Requirement to convene  
[ a Career Board to make selections and recommendations to the SAC or division  
[ head, the use of such a board does lend credibility to the fairness and  
[ impartiality of the whole selection process and, therefore, is strongly  
[ recommended.

[ (b) If a board is convened, it is suggested that it be made  
[ up of an odd-numbered group (3 to 5 members) including one or more experienced  
[ support employee(s) who have demonstrated sound judgment and who have no  
[ vested interest in the position being filled. Such a board may be chaired by  
[ an individual so designated, and who may or may not be a voting member.

[ (c) Employees interviewed are to be those that are  
[ considered most qualified and of equal standing. Factors such as attendance,  
[ performance, time-in-grade, etc., must have already been evaluated.

[ (d) The board may consider only the issue before them and  
[ may not make their selection based on any factor that is not entirely related  
[ to the position being filled. The board may make a recommendation to the SAC  
[ or division head; however, the SAC or division head has final authority with  
[ regard to the recommendation submitted for final approval.

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[ (7) Recommendations

[ (a) All personnel recommendations are subject to final  
[ approval by Headquarters. Recommendations are to be submitted on an  
[ individual basis regardless of the number of actions taken simultaneously.  
[ The selection criteria used and justification for selection of recommended  
[ employee must be indicated, e.g., method used to identify candidates,  
[ candidates considered and reasons for nonselection, and reason selected  
[ employee considered most qualified. A statement such as "not as well  
[ qualified" is not sufficient. Candidates not recommended for a vacancy must  
[ be advised of their nonselection.

[ (b) If a vacancy is not posted, identify employees having  
[ greater seniority, absent for military or maternity purposes, or on extended  
[ leave, and furnish adequate justification for nonselection. No employee is to  
[ be passed over for promotional opportunity because his/her assignment may  
[ create a temporary hardship in the operation of an office.

[ (c) In requesting additional incumbents in a limited  
[ position or in a position which has been operating for some time with a  
[ certain number of incumbents, set forth factual justification to increase the  
[ incumbency. In most instances this can be covered by statistics over a 6- or  
[ 12-month period.

[ (8) Reporting/Recordkeeping

[ Administration of any merit promotion system must include  
[ recordkeeping that ensures that individual rights to privacy are protected.  
[ One employee's attributes or lack thereof should not be discussed with another  
[ employee unless there is an official need to know. Control should be  
[ maintained of all official records; reports to and by employees and selecting  
[ officials; and working records such as promotion roster, skill files, and  
[ computer printouts which include scores or ratings. Records sufficient to  
[ allow reconstruction of a personnel action decision, including documentation  
[ on how candidates were rated and ranked and how final selection was made, must  
[ be kept for review in the event that a complaint or grievance is filed.

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[ 7-10 GRIEVANCE

[ Support personnel have a right to file a complaint or grievance  
[ against procedures used to identify and rank qualified candidates for a  
[ particular position, but do not have a right of grievance for nonselection  
[ from among a group of qualified candidates. Within the FBI, such grievances  
[ are to be submitted to the Administrative Services Division, Attention:  
[ Personnel Officer. There is no right of appeal to the Office of Personnel  
[ Management.

[ 7-11 UPWARD MOBILITY PROGRAM

[ (1) The Upward Mobility Program is a plan wherein lower level  
[ employees (grade GS-8 and below or any equivalent Wage Board employee) can  
[ aspire to realize his/her full work potential. See Part I, Section 4-8, of  
[ this manual, "Upward Mobility Plan."

[ (2) Upward Mobility targeted positions within the FBI are:  
[ Accounting Technician; Investigative Assistant; Investigative Case Information  
[ Analyst; Legal Clerk and Technician; Miscellaneous Documents Examiner;  
[ Technical Information Specialist (Organized Crime Information Analyst only);  
[ Typing/Stenographic positions; and Special Agent. Employees selected for one  
[ of these positions and whose present salary cannot be accommodated within the  
[ entry rate range, are entitled to salary retention.

[ 7-12 DEFINITION OF TERMS

[ (1) Ability: A present competence to perform an observable  
[ behavior or a behavior which results in an observable product.

[ (2) Area of Consideration: An area in which an intensive search  
[ for eligible candidates for specific vacancy is made.

[ (3) Best Qualified Candidate: The employee who ranks at the top  
[ when compared with other eligible candidates for a vacancy.

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- [ (4) Job Analysis: A detailed statement of work behaviors and other information relevant to the job.
- [ (5) Knowledge: A body of information applied directly to the performance of a function.
- [ (6) Observable: Able to be seen, heard, or otherwise perceived by a person other than the person performing the action.
- [ (7) Permanent Assignment: Permanent assignment involves the moving of an employee from one position to another with no change in grade or salary but follows satisfactory completion of a trial assignment. A trial assignment is usually deemed necessary when the employee is assuming new duties with which he/she is not familiar.
- [ (8) Promotion: Promotion involves the moving of an employee from one position to another at a higher grade level.
- [ (9) Reassignment: Reassignment involves the moving of an employee from one position to another with no change in grade or salary where no trial assignment is necessary. (See (12), "Trial Assignment.")
- [ (10) Selection Procedure: Any measure, combination of measures, or procedure used as a basis for any placement decision.
- [ (11) Skill: A present, observable competence to perform muscular activity associated with mental process.
- [ (12) Trial Assignment
- [ (a) Trial assignment is to be recommended when an employee is assuming new duties either at the same or a higher grade level where he/she has not previously demonstrated the ability or aptitude to perform such new duties. Normal trial assignment period is 60 days, except for employees being placed in top level supervisory positions (top three in field offices), then the trial assignment should be for 90 days. Trial period of either shorter or longer duration must be justified. Bureau clearance must be secured to extend

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[ an employee's trial assignment beyond period for which initially recommended.  
 [ In no instance will trial be permitted to extend beyond 120 days. If an  
 [ employee cannot demonstrate the ability to perform the duties of the position  
 [ to which trial assigned, he/she should be removed from trial and returned to  
 [ his/her former position, and FBIHQ should be so advised.

[ (b) Reassignments or trial assignments to nonsupervisory  
 [ positions in GS 5 or below are considered to be on a "UACB" basis and should  
 [ be submitted in sufficient time prior to such reassignment to enable FBIHQ to  
 [ evaluate and take any action necessary before reassignment becomes effective.

[ (c) Informal training to determine best qualified candidate  
 [ for promotion does not require Bureau clearance. In such cases, ensure  
 [ employees understand they have not yet been selected for formal trial  
 [ assignment and such training may not ultimately result in promotion or  
 [ reassignment.

[ (d) Time spent on trial assignment is not to be considered  
 [ as official time spent performing certain duties, but rather as time utilized  
 [ to evaluate an employee's capabilities to perform the duties.

[ (13) Work Behavior: An activity performed to achieve the  
 [ objectives of the job. Work behaviors involve observable (physical)  
 [ components and unobservable (mental) components. A work behavior consists of  
 [ the performance of one or more tasks. Knowledges, skills, and abilities are  
 [ not behaviors, although they may be applied in work behaviors.]

[[7-13] SPECIFIC REQUIREMENTS FOR SELECTED POSITIONS

[[7-13.1] Support Services Supervisor[(Office Services Manager);]Records and  
Administrative Services Unit and Correspondence and Communications  
Unit Supervisors

[ Incumbents of these positions must possess qualities and abilities  
 necessary to assume managerial-type duties and not just day-to-day supervisory  
 responsibilities. Refer to the Supervisory Grade Evaluation Guide for a  
 complete discussion of managerial and supervisory positions. The Bureau  
 regards selection of personnel for the three top support positions to be  
 extremely critical and that it is imperative that the best qualified be  
 selected in view of the vital managerial roles which must be performed. Bear  
 in mind seniority is a determining factor only when two or more employees are  
 considered to be equally qualified from a merit standpoint.

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[[7-13.2] Clerk-Typist and Clerk-Stenographer, GS-4

Employees in GS-3 who pass qualifying tests necessary for assignment to positions Clerk-Typist and Clerk-Stenographer, GS-4, may be promoted without trial at such time as they begin the duties of typist or stenographer. Attendance must be satisfactory and overall performance must be fully successful.

[[7-13.3] Clerk-Typist and Clerk-Stenographer, GS-5

Each office should establish fair and reasonable production and accuracy requirements for promotion to GS-5.

[[7-13.4] Electronics Technician

(1) Promotion action must be initiated by the SAC. No promotions are routine and employees must clearly demonstrate, and recommendations show, that they have earned and merit promotion based on overall performance, including meeting experience, operating, and technical requirements as described in the master position description for Electronics Technician (ET) position at the various grade levels. Attendance record must be satisfactory and shown as such.

(2) ETs appointed in GS-5 grade level are eligible for consideration for promotion to ET, GS-7, upon completion of a minimum of one year's satisfactory training and experience. SAC must ensure that GS-5 ETs are provided on-the-job training by a senior technician with the view toward qualifying such employees to handle duties of ET, GS-7.

(3) ETs in GS-7, 9, 10, and 11 are eligible for consideration for promotion to GS-9, 10, 11, and 12, respectively, upon completion of a minimum of one year's satisfactory service in assigned grade level performing ET duties.

(4) Promotions to GS-11 (operating), GS-11 (supervisory) and GS-12 (supervisory), are limited to those technical positions in field offices and resident agencies utilizing extensive and complex FM Radio, HF Radio, radio teletype, secure telephone, data and teletype and intrusion systems.

(5) Recommendations for ET promotions are subject to review and approval of the candidate's technical qualifications by the Engineering Section. Such review may involve a written or oral examination or interview of the candidate in the event employee's record does not clearly show whether or not employee is qualified from a technical standpoint for promotion. Recommendations must also contain specific comment on employee's current ability to perform all duties required at the grade level for which employee is recommended, as well as all other pertinent factors.



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[[7-14] SPECIAL AGENT PROMOTIONS

(1) The promotion of Special Agents is a matter to be determined upon the basis of the individual Agent's record and accomplishment, and such promotions do not follow automatically upon the completion of time requirement for the promotions, but after certification that they are performing at the next higher grade level and that their most current performance is at least at the Fully Successful level. Special Agents will be eligible to be considered for possible grade promotion in accordance with the following schedule: from GS-10 to GS-11 after two years' satisfactory service in GS-10; from GS-11 to GS-12 after completion of two years of satisfactory service in GS-11. When an Agent in the field becomes a full field supervisor, or Senior Resident Agent in a resident agency comprising eight or more Agents, or is assigned to FBIHQ in accordance with the regular path of the Career Development Program, that Agent will be considered for accelerated promotion to the next grade from GS-10 to GS-11 and GS-11 to GS-12 upon approval effective the first pay period after incumbent assumes the supervisory position and subject to the time-in-grade restrictions which require the individual to serve one year in the lower grade before being eligible for promotion to the next higher grade. Agents in GS-12 in investigative assignment may be considered for GS-13 after three years of service in grade GS-12.

(2) If for nonwork-related reasons more than ten days (80 hours) of LWOP are used for each year of the satisfactory service period required for a Special Agent promotion from GS-10 to GS-11; GS-11 to GS-12; GS-12 to GS-13; the promotion eligibility date will be delayed by the amount of time that exceeds the ten days. For example, a Special Agent normally becomes eligible for promotion to GS-11 following the required two years of satisfactory service in GS-10. However, if the Special Agent had used 200 hours of LWOP for nonwork-related reasons during that two-year period, the Special Agent's promotion eligibility date would be delayed one week or five workdays because there were 40 hours of LWOP taken for nonwork-related reasons in excess of the 160 hours' LWOP (80 hours per year of required satisfactory service) allowed for nonwork-related reasons before an adjustment to the promotion eligibility date is made. In this example, the Special Agent's promotion eligibility date would be delayed five workdays, and the promotion, if approved, would be effective at the beginning of the first full pay period following the adjusted promotion eligibility date.

(3) Agents in full-time supervisory assignment in GS-12 may be considered for promotion to GS-13 upon approval effective the first pay period after assumption of the supervisory position. Any of these grade promotions are subject to the time-in-grade restriction which requires the individual to serve one year in the lower grade before being eligible for promotion to the next higher grade. Agents in full-time supervisory assignment in GS-13 and Senior Resident Agents in GS-13 in resident agencies comprising eight or more Agents, may be considered for GS-14 upon approval effective the first pay period after incumbent assumes the supervisory position and subject, of course, to the previously mentioned time-in-grade restriction. When an Agent is advanced to a supervisory position and has not satisfied the provisions of the Career Development Program, such as an assignment to fill a scientific need in the Technical Services and Laboratory Divisions, Agent will be promoted to the next higher grade upon becoming fully operational in the special assignment he or she fills.

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[[7-14.1] Initiation of Consideration for Promotion of Special Agents

(1) Promotion action with respect to nonsupervisory Special Agents or supervisory Special Agents who have not met time-in-grade restriction is generally initiated by the Administrative Services Division at FBIHQ requesting a recommendation from the appropriate SAC or division head. However, in any case in which the SAC or division head believes that an Agent is performing his/her duties in such a manner as to warrant advancement, as recommendation with appropriate justification may be submitted at any time by the SAC or division head and this recommendation will be afforded appropriate consideration at FBIHQ.

(2) Grade restoration after reinstatement - In the case of Special Agents who resign voluntarily, and are subsequently reinstated in a grade below that held at resignation, consideration will be given to restoration to their original grade, with a maximum of GS-13, six months after their reinstatement entry-on-duty date, providing their record justifies such action, and subject to other requirements, such as the time-in-grade restrictions.

(3) Rate of pay for supervisors returning to investigative assignments - Special Agent personnel in supervisory positions at FBIHQ, or in the field, who request to be returned to nonsupervisory investigative assignments will be required to go back to the step of the grade GS-13 they would have been in had they never served in the supervisory capacity. This policy will apply whether the Agent is being assigned to an office of preference or nonpreference office. The rate of pay will be established by the Bureau and the employee advised prior to acting on the reassignment request. An FBIHQ Supervisory Special Agent in grade GS-15, who voluntarily requests reallocation to a grade GS-14 field supervisory position in order to qualify for career development, is entitled to grade and pay retention.

[[7-14.2] Guidelines in the Submission of Recommendations for the Promotions of Special Agents

[[7-14.2.1] Promotion to Grades GS-11 and GS-12

(1) Agents will be considered for promotion from grade GS-10 to grade GS-11 and from grade GS-11 to grade GS-12 contingent upon the availability of funds and the work record of the individual Agent.

PART I

SECTION 7. PROMOTIONS

(2) The most current performance appraisal on the Agent being considered for promotion must be at least at the Fully Successful level. In addition to the current performance appraisal requirement, the annual appraisals of Agents subject to the two or three year time-in-grade restrictions must average out to the Fully Successful level. Refer to Part I, Section 5 of this manual for guidance and to determine the average.

(3) The Agent must be completely available for general or special assignment wherever his/her services may be required.

(4) Any probationary action taken against an Agent during the pertinent period will be taken into consideration. However, this action may be offset by otherwise exceptional or outstanding performance.

[[7-14.2.2] Promotions to Grade GS-13

(1) Agents will be considered for advancement from GS-12 to grade GS-13 also contingent upon the availability of funds, the individual Agent's record, and performance at least at the Fully Successful level.

(2) An Agent being considered for grade GS-13 promotion on the basis of supervisory service (as distinguished from investigative service) must be interested in and ambitious to progress in the Bureau's service either in the field or at FBIHQ, must be potential material for advancement, and his/her services must have been entirely satisfactory in all aspects during his/her period of supervisory assignment.

(3) An Agent being considered for GS-13 promotion on the basis of investigative service (as distinguished from supervisory service) must meet the following qualifications:

His/Her services in all aspects must be entirely satisfactory. Any adverse administrative action against the individual during the pertinent period will be taken into consideration, but full consideration will also be given to favorable action recognizing above-average and meritorious performance or may be offset by otherwise exceptional or outstanding performance. (See Part I, Section 13, of this manual, "Disciplinary Matters.")

PART I

SECTION 7. PROMOTIONS

(4) The Agent must be completely available for general or special assignment wherever his/her services may be required. (See Part I, Section 13, of this manual, "Disciplinary Matters.")

[[7-14.2.3] Promotions Above Grade GS-13

Agents performing full-time administrative or supervisory duties may be considered for advancement to grade GS-14 or higher. These cases are considered on an individual and highly selective basis and each individual case is considered on its merits.

[[7-15] WITHIN-GRADE INCREASES (WIGI)

A WIGI is a one-step increase within a salary grade and is based on length of service and performance at an acceptable level of competence. Within the FBI, the "acceptable level of competence" requires performance at least at the Fully Successful level as set forth in a performance plan. A quality salary WIGI may be considered and awarded in recognition of sustained performance which substantially exceeds normal requirements and gives promise of continuing at that same high level.

[[7-15.1] Waiting Period

(1) The waiting period for employees in steps one - three of a grade is 52 calendar weeks; for those in steps four - six, 104 weeks; and for those in steps seven - nine, 156 weeks.

(2) Quality salary WIGIs do not change the date for consideration for the next regular WIGI increase except in those cases where the quality increase places the employee in Step 4 (where the waiting period changes to two years) or Step 7 (where the waiting period changes to three years). In these instances, the employee must serve an additional year before becoming eligible to be considered for a WIGI. However, employee must receive an overall rating of at least Superior level before he/she may be considered for a quality step increase.

[[7-15.2] Effect of Leave Without Pay (LWOP)

If more than ten days of LWOP for each year of the waiting period are used, the effective date of the WIGI is delayed for the amount of time which exceeds the ten days. For example, if 15 days of LWOP are taken when the pertinent waiting period is one year, the WIGI would be delayed for one pay period because of the five days taken in excess of the maximum allowable ten days.

[[7-15.3] Effective Date

WIGIs are effective at the beginning of the next pay period following completion of the required waiting period providing employee's performance is at an acceptable level of competence.



UNITED STATES DEPARTMENT OF JUSTICE 3-78

FEDERAL BUREAU OF INVESTIGATION

WASHINGTON, D.C. 20535

February 8, 1978

MEMORANDUM TO ALL BUREAU OFFICIALS AND SUPERVISORS

RE: CAREER DEVELOPMENT PROGRAM FOR  
SUPPORT AND SERVICE PERSONNEL

I have approved, on a six-month trial basis, a plan whereby vacancies in support positions which do not require experience at a lateral or next lower level in a specific unit, section, or division, will be posted on special bulletin boards located in the various employee lounges throughout the J. Edgar Hoover FBI Building and circulated to HQs employees assigned to the Harkins Building and the FBI Academy, Quantico.

Each of you is requested to review the qualifications necessary for assignment to the various support positions in your division giving particular attention to those prerequisites outlined in the actual written descriptions. Those that do not require prior experience in a lateral or lower grade must be filled through open posting. "Career ladder" positions will be filled at the lowest entry levels. Those that require the passing of an aptitude test or other qualifying examination should be so identified.

A supply of forms to be used to advise the Placement/Promotions Subunit in the Administrative Services Division that a vacancy exists will soon be distributed to each division. Since any Notice of Vacancy must be displayed for a minimum period of ten work days, it will be necessary that this form be submitted in sufficient time to allow for the actual preparation of the Notice of Vacancy, posting, and ranking of responses on a timely basis.

The Placement/Promotions Subunit will screen the responses giving attention to current work performance, attendance, prior experience, skills, and, if pertinent, educational levels. Seniority will be a factor only in the event of a tie between otherwise equally qualified individuals. The names of the best qualified three to five candidates will be furnished

FBI/DOJ

MEMORANDUM TO ALL BUREAU OFFICIALS AND SUPERVISORS  
RE: CAREER DEVELOPMENT PROGRAM FOR  
SUPPORT AND SERVICE PERSONNEL

to the division having the vacancy for final interviews and selection. In accordance with long-standing policy, all selections will continue to be made on the basis of merit without personal favoritism or discrimination based on race, color, religion, sex, national origin, or age.

The Promotional Availability List (PAL) and the Intra-Bureau Transfer Request List are being suspended. Therefore, no candidates for PAL are to be nominated. The current PAL has been destroyed. Further, no individual requests for assignment to a particular position or division will now be accepted.

The various divisions will select employees across divisional lines for promotional vacancies by 1) referring to the various rosters maintained by Placement/Promotions Subunit; 2) choosing from those ranked best qualified in response to a Notice of Vacancy; or 3) consideration of all employees possessing certain prerequisites, e.g., all GS-8 Secretaries, and those who have previously served at GS-8 in a stenographic position, will be considered for a GS-9 secretarial vacancy.

As this plan evolves, the Placement/Promotions Subunit will appreciate cooperation, assistance, patience and constructive suggestions from the various divisions so that the Bureau can truly develop a career program for support and service personnel that will make maximum use of the many talents of our employees and also enable the Bureau to carry out its mission with the utmost efficiency.

Clarence M. Kelley  
Director

2. What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

### HIRING

Beginning in November, 1982, the FBI established the National Applicant Recruiter's (NARs) Office. One of the principal functions of this office was to address minority recruitment issues and improve the Bureau's recruitment of minorities. This effort was related principally to Special Agents and was developed as part of a nationwide strategy. Effective May, 1985, the NARs Office became the Personnel Resources Unit (PRU) and has additional responsibilities for the FBI's human resources planning.

Minority recruiting, under the development of this centralized recruitment system has more than doubled during the period 1983-86. PRU has addressed minority recruitment through management directive to insure each of the FBI's 59 field offices are actively involved in reaching the minority community.

PRU has developed a large number of minority recruiting initiatives which include the following: (a) Annual Conferences with all field Applicant Coordinators, minority leaders in business, government and colleges utilized as speakers addressing minority recruitment sources. (b) A newsletter sent to all field management - recruitment personnel providing minority recruitment resources, techniques, and ideas of attendance at significant national and regional level recruiting events. (d) "Targeted" recruiting projects in cities with large minority populations. (e) Selective, yet targeted advertising.

Some summary examples of the foregoing are as follows:

#### Advertising

1. "The Black Collegian" - The principal recruiting magazine read by college educated black students in the United States.
2. "NSBE News" - The official magazine of the National Society of Black Engineers.
3. "Equal Opportunity" - The Nation's only multi-ethnic recruitment magazine designed to reach college educated blacks (resume service included).
4. "NBA" - Annual jobs publication of national black bar association.
5. "NABA" - National Association of Black Accountants official magazine.

6. Denver, Phoenix, Dallas, Indianapolis, and Louisville all had advertisements placed in major black magazines/newspapers in their respective divisions.

#### Recruiting Events

1. National Black Police Association: Black SA recruiter represented the FBI on career opportunities.
2. Detroit Division sponsored a career opportunities event at the Annual Minority Career Conference.
3. SER - Jobs for Progress: Los Angeles Division represented the FBI at this minority recruiting event in Los Angeles, California.
4. National Society of Black Engineers: A black SA recruiter (engineer) attended this national job fair that reached a large audience of prospective applicants and black college professors.
5. Black Executive Exchange Program: A black SSA represented the FBI in a recruiting capacity at the annual meeting of this organization.
6. N.A.A.C.P.: Two black SA recruiters represent the FBI annually.
7. National Bar Association: Two black SA recruiters represent the FBI annually at this national level convention for black attorneys.
8. National Association of Black Accountants: Three black SA recruiter represent the FBI at this national level convention.
9. National Urban League: Two black SA recruiters represent the FBI at this national level recruiting conference.
10. Alpha Kappa Alpha Sorority: Two FBI recruiters represent the FBI at this national level convention reaching 75,000 college trained black women.
11. Indiana Black Expo: This is a major recruiting event at Indianapolis, Indiana in which black SA recruiters represent the FBI. The event has a combined audience of more than 100,000 minorities being reached in the midwestern state area.
12. Omega Psi Fraternity: An FBI recruiter represents us in a recruiting capacity reaching 50,000 black male college graduates.
13. Charlotte Division attends recruiting functions at Fayetteville, North Carolina, that is designed to recruit black junior military officers leaving the service.



14. Feature article in "Mainstream," a black leadership publication regarding black SA's, with AD John Glover as focal point was published.
15. Minority Job Fair Expo: This job fair in Cleveland, Ohio, reaches approximately 50,000 minorities in the Cleveland area and the FBI is represented here.
16. National Black Law Student Association: FBI Agent Recruiters are active.
17. Delta Sigma Theta Sorority: The FBI is represented at a predominately black service organization in existence for 38 years.
18. Alpha Phi Alpha Fraternity: FBI is represented at a predominately black fraternal organization in existence for over 79 years.
19. Kappa Alpha Psi Fraternity: FBI Agent representation.

#### Hispanic Recruiting Events

1. United States Hispanic Chamber of Commerce: FBI is represented annually at a convention that provides recruitment opportunities for Hispanics.
2. National Hispanic Bar Association: FBI is represented annually at this national recruiting event in order to attempt to recruit qualified Hispanic attorneys.
3. Image: A national conference for professional Hispanics at which the FBI is represented annually.
4. League of United Latin American Citizens: Two Hispanic SA recruiters represent the FBI annually at this national level convention to recruit Hispanic individuals.
5. National Council of La Raza: A Hispanic SA represents the FBI at this national level convention.

#### Native American Recruiting Events

1. National Tribal Council Association
2. National Indian Education Association

**Asian American Recruiting Events**

1. **Japanese-American Citizens League:** A Japanese SSA represents the FBI at this national biennial convention.
2. **Asian/Pacific American Heritage Council:** The FBI is represented at this annual event.

The development of the Personnel Resources Unit is the FBI's direct program to improve and enhance our minority recruiting effort.

PROMOTIONS

The information provided for questions number one, three and four address the FBI's actions to ensure equality and prohibit disparate treatment of any individual. The Upward Mobility Plan provided in item four lends support to the FBI's interest and actions to provide advancement opportunities.

The targeted positions in Appendix A were selected because of their impact of accommodating 200 plus incumbents. As noted under question one, PROMOTIONS, virtually any non-Agent position could be viewed as a possibility for advancement, because of hires at the entry level and promotions from within the organization.

Vacancy announcements are not circulated government-wide.

3. Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

Attachment 3A is a copy of the FBI's Upward Mobility Plan. Statistical data on promotions in the targeted series as identified in Appendix A of the Plan reflects that minorities earned 15% or 140 promotions in these positions. In addition, over 400 or 13% of promotions granted were to minorities in job classification series other than targeted positions.

Selection of non-Agent employees to the Special Agent position is another dimension of the FBI's Upward Mobility Plan. Between March, 1985, and March, 1986, 45 employees (or 10.9%) of the Special Agents appointed were from within the FBI serving in other positions. Of the 45 employees, five or 11.1% were minorities appointed to the Special Agent position.

UPWARD MOBILITY PLAN  
FEDERAL BUREAU OF INVESTIGATION

There follows the Bureau's Plan which is responsive to Department of Justice Order 1411.2 calling on each bureau within the Department to develop and publish an Upward Mobility Plan. This was predicated upon instructions previously issued by the Office of Personnel Management (formerly the Civil Service Commission) which provided information to Federal agencies for planning and implementing Upward Mobility Programs. The Plan applies to employees in Grades GS 8 and below or any equivalent wage schedule employee.

Upward mobility is defined as a systematic management effort that focuses Federal personnel policy and practice on the development and implementation of specific career opportunities for employees who are in positions which do not enable them to realize their full work potential.

This Plan is designed to serve as a basic reference to ensure a continuing results-oriented program within the Federal Bureau of Investigation (FBI) to assist affected employees in attaining their full employment potential.

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UPWARD MOBILITY COUNSELOR

## I. PROGRAM ORGANIZATION, ADMINISTRATION AND RESPONSIBILITY

The FBI's Upward Mobility Program is an integral part of its centralized personnel assignment, promotion and advancement administration. Administered from the Personnel Section, the Program is the overall responsibility of, and is overseen by, the FBI's Personnel Officer, with specific and coordinative responsibility delegated to the Upward Mobility Manager. Also having a significant contributory responsibility on the FBI Headquarters (FBIHQ) level are the Pay and Position Management and Employee Benefits Units and Office of Equal Employment Opportunity (EEO) Affairs of the Administrative Services Division.

Program administration in FBIHQ and field divisions is the overall responsibility of the Assistant Directors and Special Agents in Charge (SACs) in terms of ensuring the viability of the program through effective upward mobility counseling and recommendations of employees for promotional opportunities.

There follow items for action in connection with program organization, administration and responsibility:

Action Item A: Build upon existing upward mobility concept by outlining in the FBI's Upward Mobility Plan actions this Bureau anticipates taking to assist affected employees to attain their career potential. Contributing to this Program will be the combined efforts of the Pay and Position Management Unit and the Office of EEO Affairs.

Responsibility: Personnel Officer and EEO Officer

Action Item B: Actively encourage contributions to the Program from FBIHQ and field employees through the use of the Suggestion Program, surveys by our Office of Program Evaluations and Audits, and through analyses of field office and FBIHQ operations by the Inspection Division. Additionally, management officials and personnel involved with position classification are constantly alert for opportunities to effect job redesign.

Responsibility: Assistant Directors, SACs and Inspectors

Action Item C: Designate Upward Mobility Counselors in FBIHQ and field divisions and ensure they are knowledgeable concerning the Bureau's program. (See Section II for instructions on counselor designation.)

Responsibility: Assistant Directors and SACs

Action Item D: Employees will be made aware of the program through: treatment of this subject at periodic conferences; posting of the Plan in appropriate locations in FBIHQ and field divisions; and by including the identity of the Upward Mobility Counselor in an appropriate place in the Plan.

Responsibility: Assistant Directors and SACs

Action Item E: Monitor recommendations for selection of employees to fill assignments involving promotional opportunities to ensure all are in accord with merit system.

Responsibility: Chief, Pay and Position Management Unit, Personnel Section

Action Item F: Continue policy of promoting from within with trial assignment and on-the-job training being the chief vehicles for demonstration of suitability for promotion.

Responsibility: Personnel Officer

Action Item G: Continue practice at FBIHQ and most field offices of posting and/or canvassing qualified personnel for those positions where work experience at the next lower grade is not a prerequisite or selection from within the work entity is not mandatory.

Responsibility: Pay and Position Management Unit, Personnel Section, and SACs.

Action Item H: Maintain skills profiling system containing skills and experience records of employees for consultation when job openings occur requiring special skills.

Responsibility: Pay and Position Management Unit, Personnel Section

## II. CAREER AND EDUCATIONAL COUNSELING

In compliance with Departmental Order 1411.2, an Upward Mobility Counselor will be designated in each FBIHQ division and field office. These individuals are charged with the responsibility of providing initial and ongoing career counseling for affected employees and in doing so, assisting them in attaining their full employment potential.

Upward Mobility Counselors are designated as follows:

FBIHQ Divisions - Designated by Assistant Director

Field Divisions - Office Services Manager or other employee designated by SAC.

There follow items for action in connection with career and educational counseling:

Action Item A: Ensure affected employees are aware of the Bureau's Upward Mobility Plan and promotional policy and are encouraged to pursue qualifications for eligibility by calling this information to their attention on the occasion of annual performance evaluations, at annual conferences and through discussions with Upward Mobility Counselors.

Responsibility: Assistant Directors, SACs, Upward Mobility Counselors, and Supervisors.

Action Item B: Ensure individuals selected as Upward Mobility Counselors have an understanding of merit principles, performance evaluation procedures and Bureau promotional policy.

Responsibility: Assistant Directors, SACs, and Upward Mobility Counselors



Action Item C: Encourage affected employees to pursue additional education and needed skills to improve advancement potential. This will be accomplished by providing them with information on educational opportunities offered by private institutions and by encouraging them to avail themselves of formalized classroom training afforded at FBIHQ designed to assist employees to develop skills essential to daily office operations.

Responsibility: Line Supervisors and Upward Mobility Counselors

Action Item D: Counsel employees on careers in law enforcement.

Responsibility: Line Supervisors and Upward Mobility Counselors

### III. GENERAL EDUCATION AND BASIC SKILLS DEVELOPMENT

For all practical purposes, applicants for support positions in the FBI must have achieved a certain level of academic achievement such as the successful completion of high school or the generally accepted equivalent prior to receiving an appointment. The primary vehicle for skills development is on-the-job training supplemented by some formalized classroom instruction for employees at FBIHQ who possess some basic skills but not sufficiently so to enable them to qualify for certain vacancies.

There follow items for action in connection with skills development:

Action Item A: Retain on-the-job training as the principal training method utilized in most cases involving promotional opportunity so that employees can enhance their qualifications and acquire skills and knowledge needed to successfully perform higher level work.

Responsibility: Supervisory personnel

Action Item B: Continue systematic program at FBIHQ of formalized classroom training in such areas as filing, typing, shorthand, telephone techniques, office procedures and secretarial methods.

Responsibility: Employee Benefits Unit, Personnel Section.

Action Item C: Continue program of formalized instruction and on-the-job training to develop specialized skills necessary to work and advance in technical areas unique to the operations of this Bureau.

**Responsibility:** Affected FBIHQ and field divisions

#### IV. PROGRAM ESTABLISHMENT AND IMPLEMENTATION

This section deals with entry into the program, provisions for crossover into other paths of advancement and upward progression or career-ladder situations. It is designed to provide a course by which those interested employees who are in basic positions or who at the time do not have advanced skills but who have demonstrated potential, have greater opportunity to move into occupational fields which provide more career advancement consistent with vacancies and organizational needs.

There follow items for action in connection with this section:

Action Item A: Continue practice of reviewing on a periodic basis positions established or upgraded to ensure such positions are evaluated for possible job realignment or redesign possibly resulting in job opportunities for affected employees.

**Responsibility:** Pay and Position Management Unit, Personnel Section

Action Item B: During periodic inspection of FBIHQ and field divisions, devote special attention to adequacy and utilization of personnel.

Responsibility: Inspection Division

Action Item C: Remain alert for situations where work may be realigned and positions restructured to provide advancement opportunities for affected employees.

**Responsibility:** Pay and Position Management Unit with input from Assistant Directors and SACs

Action Item D: Provide maximum upward mobility opportunities for current support employees by continuing policy of promoting from within to fill most vacancies. Vacancies will be filled through new hires generally only if the FBI is unable to fill its needs from within.

Responsibility: Personnel Officer

Action Item E: Establish and maintain an index identifying principal positions which provide opportunity for advancement and are considered target positions in connection with this Plan. (See Appendix for information on target positions.)

Responsibility: Upward Mobility Manager, Office of EEO Affairs, in cooperation with Pay and Position Management Unit, Personnel Section

APPENDIX  
TARGET POSITIONS

Pursuant to referenced instructions, each bureau is required to identify target positions which are defined as those principle positions to which employees in Grade GS 8 and below may aspire for advancement opportunities under the Upward Mobility Plan. Specific requirements for each position would be furnished at the time vacancies become available. There follow enumerated target positions for the FBI:

MISCELLANEOUS DOCUMENTS EXAMINER  
(Series 963)

This position was established to handle the information requests, research, reviews and disseminations necessitated by the Freedom of Information-Privacy Acts. These positions are located in most field offices and at FBIHQ and can range in grade from GS 5 to GS 12, depending upon the location of the position.

INVESTIGATIVE ASSISTANT (FORMERLY SPECIAL CLERK)  
(Series 1802)

In view of the increased demands made upon Special Agent personnel, this position was established to free a substantial number of Agents from lower-level duties, such as voluminous record checks and certain kinds of complaint handling. These positions are located in the field and range in grade from GS 5 through GS 8.

TYPING AND STENOGRAPHIC POSITIONS  
(Series 322, 312, and 318)

Employees at FBIHQ who occupy filing or other clerical positions may qualify for higher-level typing and stenographic vacancies after successfully completing certain formalized training in those areas. Dependent upon the vacancy situation, these employees would be eligible for consideration for typing and stenographic positions and for advancement to secretarial positions.

LEGAL CLERKS AND LEGAL TECHNICIANS  
(Series 986)

These positions, located in the Legal Counsel Division, were established to assist attorneys in that division in the research and preparation of their cases. Legal Clerks are in Grades GS 4 and GS 5 and the grade range for Legal Technicians is GS 7 through GS 11.

ACCOUNTING TECHNICIAN  
(Series 525)

Due to the acceleration of and the FBI's corresponding concentration on White Collar Crimes, the workload of our Special Agent (Accountant) personnel greatly increased. To alleviate this critical problem, the FBI established the Accounting Technician position to handle the less complicated and more routine types of accounting work. These positions are located in some field offices and range in grade from GS 4 through GS 7.

TECHNICAL INFORMATION SPECIALIST  
(Organized Crime Information Analyst)  
(Series 1412)

This position involves the review, analysis and evaluation of investigative reports and related intelligence data involving organized crime matters. The position requires synthesizing pertinent data in a succinct manner and composing reports based on information stored in the computer data base. The position ranges in grade from GS 5 through GS 9 and is located at FBIHQ and various field offices.

INVESTIGATIVE CASE INFORMATION ANALYST  
(Series 102)

The main responsibilities of this position include evaluation of investigative data involving major cases being processed by automated methods; determining what information should be entered in the computer data base; and formulating reports from information in the computer. Grades in this position range from GS 5 through GS 7 and are located at FBIHQ and various field offices.

**SPECIAL AGENT  
(Series 1811)**

After gaining experience over a stipulated period of time performing any of a variety of support functions and after meeting certain basic requirements, support personnel are eligible for consideration for the Special Agent position at the entry level of Grade GS 10 with potential for advancement to many higher grades. Special Agents are required to conduct criminal, security and civil investigations covering a variety of classification of cases over which the FBI has investigative jurisdiction.

6. How have the total numbers and distribution of minority employees changed over the last 10 years?

Statistical data in the format provided in response to number five is not retrievable from 10 years ago. However, there has been a substantial increase in minorities in our mainstream occupation, Criminal Investigator, Series 1811, Special Agent (SA). Considerable increases have also been made among non-Agent positions.

SA total minorities	3/1/86	841
SA total minorities	3/1/76	<u>278</u>
total increase		563

Non-Agent minorities	3/1/86	4216
Non-Agent minorities	3/1/76	<u>2433</u>
total increase		1783

The distribution of minority SAs is between FBI Headquarters (FBIHQ) and our 59 field offices. The determination of these assignments is made at FBIHQ as part of the FBI's centralized personnel management system and is dependent upon the needs of the Bureau. Non-Agent minority personnel are assigned among the aforementioned entities in a variety of job titles. There are approximately 300 different job titles on record for FBI non-Agent personnel positions.

7. How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility? What programs do you have in place to insure awareness of such rules and regulations?

Special Agents in Charge (SACs) and FBIHQ division heads must ensure that all employees are familiar with the EEO policy and the responsibility of employees under the Department's regulations, and that all supervisors are fully knowledgeable on the subject, particularly as to their responsibilities. This is brought to the attention of supervisors at the time they are designated as such. Supervisors must make certain all employees thoroughly understand pertinent parts of the programs and are aware of where details on the programs can be located.

Field office responsibility in minority group recruitment is specifically set forth in the FBI's EEO Plan of Action. Copies of the Plan of Action should be maintained on key bulletin boards.

The foregoing information is set forth in the FBI's Manual of Administrative Operations and Procedures, Part I, Section 4. (Attachment 7A)

Furthermore, the FBI's Executive Performance Appraisal System (for GS-16 and above) requires that individuals covered by this system have a critical element in their performance plans making it essential that the incumbent support and implement the Department of Justice's and FBI's affirmative action plans and policies. SACs and other management officials are rated on their meeting of affirmative action achievement and equal opportunity requirements. Within the appraisal system for the merit pay population (GM-13 thru GM-15), a model critical element on supervision of subordinates was developed and disseminated for use. It includes a specific requirement to assure compliance with all rules and regulations including those pertaining to equal employment opportunity and affirmative action.



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MARCH 30, 1986			(GS/GM TOTALED)																
TOTALS	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19
GS A F	18				5	5	2		1		3	2							
GS A M	38				1		1			2	10	6	12	5	1				
WB A F																			
WB A M	1				1														
GS B F	86		2	7	19	19	10	5	2	7	11	3	1						
GS B M	186			3	9	3	13		17	22	36	20	29	10	3	1			
WB B F																			
WB B M	2									2									
GS C F	3092		121	437	1112	589	547	97	96	39	32	13	6	2				1	
GS C M	857		24	87	140	72	153	15	34	62	59	55	123	28	2	1		2	
WB C F	57	13	40	2		1			1										
WB C M	103	16	32	5	5	13	11	8	6	3	4								
GS D F	267		7	31	62	41	38	12	32	17	13	10	4						
GS D M	399		2	13	16	10	18	1	13	47	61	64	123	26	4	1			
WB D F																			
WB D M	6			4	1							1							
GS E F	5899		162	586	1326	1031	919	349	475	256	401	270	105	18	1				
GS E M	10108		62	137	370	190	482	94	318	752	1079	748	4492	954	297	75	39	19	
WB E F	19	5	8	2	1		1	2											
WB E M	280	2	13	14	3	31	28	18	32	37	93	6	1	3	1				
TOTALS	21398	36	93	403	1314	3107	1997	2211	613	1028	1303	1711	1193	4898	1044	308	78	40	21

5A

<b>Race/Ethnic Codes:</b>	<b>M = Male</b>
<b>A = American Indian/Alaskan Native</b>	<b>F = Female</b>
<b>B = Asian American/Pacific Islanders</b>	
<b>C = Black</b>	<b>Pay Plan</b>
<b>D = Hispanic</b>	<b>GS/GM = General Schedule/Merit Pay (Combined)</b>
<b>E = White</b>	<b>WB = Wage Board</b>

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FEMALES 3/30/86			(GS/GM TOTALED)																
TOTALS	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19
GS A F																			
18					5	5	2		1		3	2							
WB A F																			
GS B F																			
86			2	7	19	19	10	5	2	7	11	3	1						
WB B F																			
GS C F																			
3092			121	437	1112	589	547	97	96	39	32	13	6	2				1	
WB C F																			
57	13	40	2		1		1												
GS D F																			
287			7	31	62	41	38	12	32	17	13	10	4						
WB D F																			
GS E F																			
5899			162	586	1326	1031	919	349	475	256	401	270	105	18	1				
WB E F																			
19	5	8	2	1			1	2											
TOTALS	9438	18	48	296	1062	2525	1685	1518	465	606	319	460	298	116	20	1		1	

5B

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**EOD = Entry on Duty (HIRES)**

EODS 3/85-3/86 (GS/GM TOTALED)

TOTALS	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19
GS A F																			
GS A M																			
WB A F																			
WB A M																			
GS B F	11		2	4	4					1									
GS B M	13			1	2		2		1	5	1			1					
WB B F																			
WB B M																			
GS C F	433		111	215	93	2	1			11									
GS C M	103		22	37	10	1	2			30		1							
WB C F	8	7	1																
WB C M	7	5	1					1											
GS D F	44		7	25	5	1			2	4									
GS D M	36		3	9	2		1			21									
WB D F																			
WB D M																			
GS E F	868		155	416	182	13	28		9	61	2	1	1						
GS E M	620		60	104	73	10	55	1	12	279	3	5	9	9					
WB E F	5	4	1																
WB E M	30	2	6	1		1	15		4	1									
TOTALS	2178	18	9	361	811	372	42	89	6	25	412	6	7	10	10				

50

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**EOD \* Entry on Duty (HIRES)**

TOTALS	FEMALE EODS			(GS/GM TOTALED)																
	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	
GS A F																				
WB A F																				
GS B F	11		2	4	4					1										
WB B F																				
GS C F	433		111	215	93	2	1			11										
WB C F	8	7	1																	
GS D F	44		7	25	5	1			2	4										
WB D F																				
GS E F	888		155	416	182	13	28		9	61	2	1	1							
WB E F	5	4	1																	
TOTALS	1369	11	2	275	660	284	16	29		11	77	2	1	1						

5 D

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4. Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

The Pay and Position Management Unit of the Administrative Services Division is conducting a study. Beginning in January, 1984, a Job/Task Analysis for FBI Support Positions was started. This long-range study (approximately three years) has the overall objective of insuring that all selection and promotional procedures for support employees are job-related and valid. The specific objectives of this study have been limited to the following:

1. to define the various Support positions according to the types of tasks performed;
2. to determine the types of knowledge, skills abilities and other attributes required to perform
3. to determine the training requirements associated with each of the positions defined.

The FBI considers this study crucial to the long-range planning effort for all support positions within the Bureau. The results will provide invaluable information on which to base future personnel decisions and could enhance the advancement opportunities of qualified individuals throughout the organization, including minority groups.

5. Would you provide a breakout of employees by grade level and minority group? (Include blacks, hispanics, and other minorities on one list and women on a second list.) Provide the same breakdown for employees hired in the last year.

The following are attached:

5A - breakout of employees by grade level, minority group and sex

5B - women employees  
(same format)

5C - all employees hired in the past year  
(same format)

5D - women hired in the past year  
(same format)

Abbreviations used are on Attachment 5A of the attached statistical data.

## PART I

## SECTION 4. EQUAL EMPLOYMENT OPPORTUNITY/UPWARD MOBILITY

4-5

EEO OFFICIAL

The Director of Equal Employment Opportunity for the Department of Justice is Assistant Attorney General for Administration, Department of Justice, Washington, D.C. The Equal Employment Opportunity Officer for the FBI is SA William P. Crawford. The Deputy Equal Employment Opportunity Officer is Ms. Arlene D. Highfield. Ms. Barbara E. Dean is the Manager of the Black Affairs and Upward Mobility Programs. Ms. Gloria M. Lalka is the Manager of the Hispanic Employment, Selective Placement (handicapped), American Indian and Asian American Programs. Ms. Barbara B. Browning is the Manager of the Federal Women's Program. These individuals are assigned to the FBI's Equal Employment Opportunity Affairs Office as a staff function and are directly under the Assistant Director of the Administrative Services Division. Implementation of a positive equal employment opportunity program and application of the regulations are the responsibility of division heads, SACs, and their managerial staffs.

4-5.1

EEO Counselors

[ It is the responsibility of each SAC and Assistant Director to ensure there are an adequate number of EEO Counselors available so that employees with problems will have ready access to an EEO Counselor. Employees selected as EEO Counselors should receive necessary Basic EEO Counseling training as soon as possible through courses offered by the Office of Personnel Management on a regional level. A minimum of two employees who are not members of the field office's or division's supervisory staff are to be designated by each SAC and Assistant Director to function as Equal Employment Opportunity Counselors. The designated employees' identities are to be appropriately publicized in field offices and FBIHQ divisions by including their names and extensions on the poster captioned "Federal Policy is Equal Opportunity" which should be maintained on key bulletin boards. In addition, in cases involving class action complaints, the FBI's EEO Officer, SA William P. Crawford, has been designated as the Bureau's Class Action Counselor.]

4-5.1.1

Role of EEO Counselor

The counselor's role is to establish convincingly an open and direct channel through which employees may raise questions, discuss grievances, get answers, and on an informal basis, get resolutions of problems connected with equal employment opportunity. The counselor is responsible for trying to clear up problems which are brought up by employees by discussing the employee's problems with the employee and with the employee's supervisors or associates, if necessary; by advising employee of the merits of the matter and by finding solutions to problems where it is possible to do so. The Equal Employment Opportunity Counselor must exercise good judgment, be objective and fair, be able to secure the confidence of employees who are to be counseled, and be able to work and communicate effectively. Equal Employment Opportunity Counselors must carefully comply with their role as outlined in the Department's regulations.

## PART I

## SECTION 4. EQUAL EMPLOYMENT OPPORTUNITY/UPWARD MOBILITY

4-5.1.2 Report of Counseling (JMD-379)

The EEO Report of Counseling, JMD-379, should be executed by the counselor only when an employee or applicant makes an allegation or raises a question or grievance which requires some resolution and is based on race, color, religion, sex, including sexual harassment, national origin, age, [[physical or mental handicap or reprisal.] In other words, it is probable applicants or employees will raise questions or ask for clarifications that can be readily responded to, do not take the form of allegations, and, therefore, would not require execution of the Report of Counseling. The Report of Counseling is the initial document in the precomplaint phase and is also used by the Bureau in reporting monthly to the Department concerning instances of precomplaint counseling throughout the Bureau. (See page 29 of the Department's regulations.) In processing a situation in which the Report of Counseling is to be executed, the counselor should develop the facts as would be done in any other type grievance or personnel matter requiring Bureau consideration and approval. If the employee or applicant does not give permission to use his or her name, anonymity must be safeguarded and identity may not be divulged by the counselor to anyone. Where anonymity is desired, point out to the individual that it may be difficult to develop full facts although as much as possible should be developed by counselor while still safeguarding anonymity.

4-6 POSITIVE EEO PROGRAM

The Bureau's positive EEO program is aimed primarily at circulating opportunities in the FBI for members of minority groups and women, attracting those interested in qualifying, and at fully utilizing the abilities of all employees.

4-6.1 Plan of Action

Field office responsibility in minority group recruitment is specifically set forth in the Bureau's EEO Plan of Action. Copies of this Plan of Action should be maintained on key bulletin boards.

4-6.1.1 Minority and Female Recruiting

Suggested means of attracting members of minority groups and women are: contacts with high schools, business and specialty schools, colleges and law schools, women's colleges and organizations; contacts with civic, professional, business, and religious leaders; contacts with minority groups such as Urban League; contacts with military separation centers and other logical military bases including the transition officers at such centers and bases; contacts with graduating seniors who are also receiving commissions in the military as a result of ROTC programs at colleges having a predominance of minority students, suggesting career potential as SA in FBI following separation and that while in military they may be in contact with minority officers being separated from military or who would be inclined to separate if they were assured of a good job; contact with law enforcement agencies; contact with local offices of pertinent Federal and state employment opportunity programs for the underprivileged; contact with state employment services; mention in the press, particularly appropriate women's, minority, and foreign language newspapers, i.e., Spanish, including publicity on



## PART I

## SECTION 4. EQUAL EMPLOYMENT OPPORTUNITY/UPWARD MOBILITY

achievements or career information on our individual women and minority employees; treatment during radio and television broadcasts, particularly over minority-oriented stations, including participation by women and minority employees; explanation of the program and opportunities by Special Agents incidental to their many and varied contacts while on investigative assignments; treatment during speeches before groups which include a representative number of women and minority group members; utilization of informal contacts, such as with friends, neighbors, etc., and treatment during tours of field offices. These suggestions are by no means all-inclusive but are to be supplemented consistent with individual field office effort. SACs and FBIHQ division heads must ensure that handling of all applicants is proper, and that coverage of sources of applicants is complete. The positive EEO program implemented by each field office must be under the personal direction of the SAC who must ensure that the office applies a positive and forward-looking approach toward recruitment in this area.

4-7 EMPLOYEES' AWARENESS OF EEO PROGRAM

SACs and FBIHQ division heads must ensure that all employees are familiar with the EEO policy and the responsibility of employees under the Department's regulations, and that all supervisors are fully knowledgeable on this subject and particularly as to their responsibilities. This should be brought to the attention of supervisors at the time they are designated as such. Supervisors must make certain all employees thoroughly understand pertinent parts of the program and are aware of where details on the program can be located. It is imperative that all employees fully understand that allegations of discrimination must be brought to the attention of an EEO Counselor within 30 calendar days of the action in question, and that failure to contact an EEO Counselor within the required 30 calendar days will result in forfeiture of the complainant's right to pursue a claim of discrimination.

4-7.1 Conferences

The policy pertaining to EEO must be made a subject of discussion at annual conferences of Agent and support personnel in the field and at [FBIHQ and should be appropriately documented.] Such discussions should describe in general terms the discrimination complaint process and in particular the fact that all allegations of discrimination must be brought to the attention of an EEO Counselor within 30 calendar days of the action in question, and that failure to contact an EEO Counselor within the required 30 calendar days will result in forfeiture of the complainant's right to pursue a claim of discrimination. It must be emphasized during such lectures that all personnel actions in the Bureau are based on merit and fitness and that there is no discrimination as to race, color, religion, sex, including sexual harassment, national origin, age, or physical or mental handicap or reprisal in this regard. Employees should be urged to consult their EEO Counselor at any time should they have any question on this matter.

## PART I

## SECTION 4. EQUAL EMPLOYMENT OPPORTUNITY/UPWARD MOBILITY

4-8 UPWARD MOBILITY PLAN

Consistent with Departmental Order 1411.2 and instructions previously issued by the Civil Service Commission (Federal Personnel Manual Letter 713-27 dated June 28, 1974), the FBI developed an upward mobility plan. This plan lists certain target positions to which lower level employees (grade GS-8 and below or any equivalent Wage Board employee) can aspire to enable them to realize their full work potential. The plan is designed to serve as a basic reference to ensure a continuing results-oriented program of upward mobility within the FBI. Copies of the plan should be maintained on key bulletin boards in each division and field office so that every employee will have ample opportunity to observe and review same. In addition, information concerning upward mobility should be discussed at annual conference of support personnel. It must be emphasized during such lectures that upward mobility must conform with merit principles and equal opportunity requirements, and employees should be urged to consult their upward mobility counselor should they have any questions on this matter.

4-8.1 Role of Upward Mobility Counselor

Instructions regarding the selection of upward mobility counselors are listed under Career and Educational Counseling in the FBI's Upward Mobility Plan. The counselor's role is an essential element in our upward mobility plan because the counselor attempts to match the employee's interests, skills and potential to our organizational needs by bringing together people and job opportunities. Such career counseling is designed to provide information and advice on ways employees can use their skills, acquire more job satisfaction, and choose the education and/or training necessary to advance. Counselors should be able to deal effectively with persons of differing backgrounds and should have an understanding of merit principles, performance evaluation procedures, Bureau promotional policy and other information necessary to assist employees so these employees will not have their hopes raised unrealistically with promises which cannot be realized. To ensure counselors are well versed in personnel procedures, they should review FBI's promotion policy, and they also should thoroughly familiarize themselves with the target positions listed in the FBI's Upward Mobility Plan. Counselors should furnish pertinent information to FBIHQ on a quarterly basis regarding the employees who seek them out for individualized counseling on upward mobility. This information should include the employee's name, entry-on-duty date, current position, series number and grade, and what upward mobility target positions, if any, the employee was advised he or she could aspire to in the future. Such information should be forwarded to the Bureau's overall Upward Mobility Coordinator, Miss Barbara E. Dean, who is assigned to the Office of Equal Employment Opportunity Affairs, Administrative Services Division.



**U.S. Department of Justice**

**Federal Bureau of Investigation**

*Washington, D.C. 20535*

BY LIAISON

DATE: April 9, 1986

TO:

[Redacted]

STAT

Director of the Intelligence Community Staff  
Central Intelligence Agency

FROM:

James H. Geer  
Assistant Director in Charge  
Intelligence Division

SUBJECT:

EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM  
HOUSE PERMANENT SELECT COMMITTEE ON INTELLIGENCE (HPSCI)  
FISCAL YEAR (FY) 1987 BUDGET HEARINGS

Enclosed for transmittal to HPSCI are responses to a series of questions relating to the FBI's EEO Program.

The responses were to have been prepared to coincide with the FBI Director's appearance before HPSCI concerning the FY '87 budget. The questions were not however received in time to respond by the date of the Budget hearing. HPSCI orally communicated to the Director their continuing interest in the FBI's answers.

Enclosure - 1



25 Marci: 1986

To: D/PBS

From:

STAT

Subject: HPSCI-Mandated EEO Reports

I delivered the revised State/INR EEO report to Mr. Bob Surrette of the HPSCI yesterday afternoon. I told him the FBI was still working on their submission and that we expected it in a week or so; he said that would be fine.

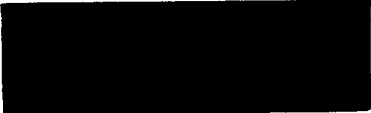
Mr. Surrette took the opportunity to let me know that the HPSCI will ask for these reports again next year, and will write language to that effect in their annex on the FY 1987 NFIP budget. He said they would like the IC Staff to assure more uniformity in the reporting and format for next year's report, rather than simply pass on the submissions from the various programs (he said the data on DoD FCI should be reported as ~~one summary rather than for each separate service~~). Mr. Surrette's comments were basically of a "head's up" nature, not a complaint.



STAT



cc: D/ICS  
DD/ICS  
EXO/ICS  
PBS Program Monitors



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## S E C R E T

UPWARD MOBILITY

The Agency Upward Mobility Program was established in 1980 to offer career opportunities to technical and clerical employees at grades GS-09 and below.

From 1980 to 1984 we moved 80 employees into technical and officer positions through the program:

Black	Female	6
	Male	3
White	Female	51
	Male	20
TOTAL		80

In the 1985 program we placed a higher percentage of minority employees than in the past years:

Black	Female	4
	Male	2
White	Female	9
	Male	5
TOTAL		20

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S E C R E T

Throughout the year we continued to include special training segments in various training courses. The courses are for managers, new employees, and various specialists. The special segments are designed to explain each employee's role in equal opportunity and affirmative action and the Agency's commitment to it. In FY 1985 we added our EEO segment to new courses for Office of Personnel employees.

CIA MINORITY AND FEMALE DISTRIBUTION

The following charts show the current overall distribution of minorities and women and a comparison of FY 1985 to FY 1977 (data not available prior to 1977).



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NSA

# CONFIDENTIAL

THE NATIONAL SECURITY AGENCY EEO REPORT  
FOR THE HOUSE PERMANENT SELECT COMMITTEE  
ON INTELLIGENCE (HPSCI)

FOR OFFICIAL USE ONLY

# CONFIDENTIAL

PREPARED BY  
THE NATIONAL SECURITY AGENCY

JANUARY, 1986

CLASSIFIED BY NSA/CSSM 129-2  
DECLASSIFY ON: ORIGINATING AGENCY'S  
DETERMINATION REQUIRED

## HPSCI CONCERNS

As part of its fiscal year 1986 program and budget review, the House Permanent Select Committee on Intelligence surveyed the employment and advancement opportunities for minorities and women in the major Intelligence Community organizations, including NSA.

The Committee expressed several concerns, notably

- a. the need for a strong commitment statement on EEO from the head of each intelligence agency;
- b. Some type of standardization, particularly in regard to Upward Mobility Programs;
- c. The need for an increase in participation rates for minorities and women comparable to the government-wide labor force participation rates; and,
- d. The need for improvement in the low participation rates or the under-representation of minorities and women in the upper grades.

This report is in response to the request by the Committee to address those concerns, including updated personnel statistics, in the Fiscal Year 1987 budget submission.



## BACKGROUND AND PAST INITIATIVES

The Affirmative Action Program is tasked with increasing the number of minorities hired at NSA. Its focus for the last three years has been (1) to hire more minorities at Grade 7 level and above and to increase the number of minorities hired in the critical skill areas, (2) to increase the number of minorities hired as cooperative education students, (3) to increase the number of minorities hired as interns, (4) to involve all echelons of Agency management in Affirmative Action initiatives, and (4) to involve a larger number of technically trained minorities in pre-recruitment and career fair participation for non-minority as well as minority hiring.

Fiscal Year 1982 yielded approximately 5.1% minorities hired from the total number of persons hired. Fiscal years 1983 and 1984 were breakthroughs in minority hiring--approximately 10% of all hires were minorities. More than 50% of the minorities were hired at the professional levels (Grades 7 - 14). Affirmative Action efforts in Fiscal Year 1985 resulted in 11.4% minorities hired, the highest percentage in 13 years. Additional noteworthy FY 1985 facts are (1) 12% of all engineers hired were minorities, (2) approximately 11% of all associate computer scientists (Grades GGM-07 or GGM-09) were minorities, and (3) approximately 10% of all Grade 7 - 15 hires were minorities.

The following is a list of the FY 1985 Affirmative Actions:

### 1. Advertisement

- Continued use of recently developed special ads targeted to the various minority populations.

- Increased the number of publications where the specialized ads were placed (i.e. U.S. Black Engineer, Essence, Hispanic Times, NSBE News, Nuestro, The Society of Hispanic Engineer Newsletter, Woman Engineer).

### 2. Career Fairs, Conferences, Conventions and Campus Visits

- Increased fund allocation and participation in 50 minority career fairs, conferences and conventions this fiscal year.

- NSA had exhibitions and/or representatives at job fairs at traditionally minority colleges (i.e., Virginia State University, Howard University, Southern University at Baton Rouge); job fairs sponsored by minority organizations on non-minority campuses (i.e., Society of Black Engineers Job Fair at Princeton University, Society of Hispanic Professional Engineers at Pratt Institute); national conferences and conventions such as National Urban League Convention and the Blacks in Government Conference.

- Trained minorities working in the technical fields at NSA who volunteered to be pre-recruiters at various campuses encouraging minority students to apply for NSA employment.

- Sent recently hired (5 years or less) minorities to their alma maters to encourage fellow alumni to consider NSA as an employer.

### 3. Cooperative Education Program

- Increased NSA Co-op participation at traditionally minority campuses. Alabama A&M University, Norfolk State University, Prairie View A&M University, Bowie State University, and University of Puerto Rico-Mayaguez have been developed in the last three years as viable sources for minority Co-op recruitment. Additionally, extra measures were made to increase minority co-op participation on non-minority campuses such as University of Maryland and University of Detroit. Approximately 5.5% of NSA's Co-ops are minorities, a 5% increase over 1982's percentages. We see the need for more work in this area of minority recruitment.

### 4. High School Programs

- NSA's High School Program has consistently hired a representative number of minorities and this commitment has not waned in recent years. The High School Work Study Program, however, was not offered to the Baltimore area until recently. In July 1985, High School Work Study was approved for the Baltimore City School System and was implemented in November 1985.

5. In FY-85, NSA became a Corporate Member of Region II National Society of Black Engineers, giving NSA a similar leverage with the major corporations that support NSBE.

6. The involvement of all echelons of NSA management from the highest levels to first level supervisors in an effort to hire so-called, "hard-to-place" fully-cleared minority applicants.

### FY-86 Initiatives

1. Program participation and financial support of existing minority-oriented, education and outreach programs whose objectives are: to encourage minority high school students to major in technical fields in college; to provide scholarships for minorities majoring in technical fields; to give interviewing and job marketing skills to minorities; to include corporate or Agency input to the decision-making of the OUTREACH Program and the provision of excess equipment, when feasible.

2. Targeted recruitment, with priority given to the schools having a high percentage of minority electrical engineering graduates and to schools with aggressive affirmative action programs on their campuses, to guarantee that the percentages gained in FY-85 continue to escalate.

3. Increased recruitment of minorities for the Co-op and Summer Employment Programs, bringing in minority faculty members as well as high school and college students.

4. Develop and implement an upward mobility program, enhancing and bringing together under one umbrella a variety of career transition opportunities either newly instituted or currently available within the Agency.

5. Expand participation in the Women's Executive Leadership Program and increase efforts to identify a greater number of minorities for participation in the Senior Cryptologic Executive Development Program.

6. The Director of NSA, in response to the Committee's concern about a positive statement of commitment, issued the following statement on 24 December 1985:

"1. I affirm my commitment to equal employment opportunity and affirmative action. I charge Agency managers to be aware of all on-going programs within their respective elements. You should exercise diligence to ensure that your programs point toward the hiring and the professional development of women and minorities at all levels.

2. The Agency is dedicated to achieving a representative work force of the highest quality and an organization free of discrimination. People are our most valuable resource. I am dedicated to the fullest possible development of that resource. Accountability for this starts with me and continues throughout the organization to every manager, supervisor, and employee.

3. I have directed my Special Assistant for Equal Employment Opportunity to keep me fully informed of the progress in making these commitments a reality."

## DISTRIBUTION OF NSA CIVILIAN POPULATION

The distribution of the NSA civilian population (Table A) reflects under-representation for minorities throughout the grade distribution and severe under-representation for women and minorities at the upper grade levels (GG-13 and above).

The hiring charts for FY 1985 (Tables B - B2) show an 11.4% hiring rate for minorities--the highest that it has been in several years. Initiatives to hire more minorities have continued into FY 1986 with additional recruitment sources planned by NSA's Recruitment Office.

Since few individuals are hired at the upper grade levels, the under-representation gap will have to be closed by the promotion process.

The term "unidentified" as reflected in some of the statistics, refers to those individuals who have chosen not to be identified by sex or race.

## PROMOTIONS TO THE UPPER GRADE LEVELS

There has been steady improvement over the past four years, as reflected by the chart, in promotions of women and minorities to the GG-13 grade level (Table C).

The improvement has been more notable for women promoted to the GG-14 level than for minorities (Table D).

At the GG-15 grade level there appear to be trade-offs within the women and minority populations for promotions to that level, while the white male promotions stay rather constant, particularly over the past four years (Table E).

As the draw area (the grades directly below those being promoted to) for women and minorities continues to expand, we expect to see continued improvement in the promotion distributions at the upper grade levels. We realize that we can do better in the promotion distribution, and we will. (Table F).

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DISTRIBUTION OF NSA CIVILIAN POPULATION  
(As of 27 November 1985)

	White		Black		Asian		Hispanic		Native American		Other	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	(Unident.)	
GG-01/03	854	705	535	124	104	5	4	3	2	8	6	9
GG-04	426	354	276	65	49	4	2	3	3			
GG-05	763	661	496	84	66	2	1	10	8	3	3	3
GG-06	367	338	266	14	13	2	0	9	4	2	2	2
GG-07	1924	1704	984	136	88	31	17	33	18	3	3	17
GG-08	82	75	75	7	7	0	0	0	0	0	0	0
GG-09	2565	2292	1079	197	109	29	11	30	18	4	0	13
GG-10	33	30	30	3	3	0	0	0	0	0	0	0
GG-11	2479	2215	1002	212	116	16	5	29	13	2	2	5
GG-12	3831	3443	916	339	163	17	6	28	14	3	0	1
GG-13	3305	3135	397	128	36	11	4	30	7	1	0	0
GG-14	1454	1399	115	43	13	8	1	4	0	0	0	0
GG-15	732	699	28	25	3	3	1	5	1	0	0	0
GG-16	56	55	1	0	0	1	0	0	0	0	0	0
GG-17	4	4	0	0	0	0	0	0	0	0	0	0
<b>Total GG</b>	<b>18875</b>	<b>17109</b>	<b>6200</b>	<b>1377</b>	<b>770</b>	<b>129</b>	<b>52</b>	<b>184</b>	<b>88</b>	<b>26</b>	<b>16</b>	<b>50</b>
SCES-01	42	41	5	1	0	0	0	0	0	0	0	0
SCES-02	31	30	2	1	0	0	0	0	0	0	0	0
SCES-03	58	56	2	2	0	0	0	0	0	0	0	0
SCES-04	107	101	4	3	0	0	0	2	0	1	0	0
SCES-05	31	30	0	1	1	0	0	0	0	0	0	0
SCES-06	14	14	1	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>283</b>	<b>272</b>	<b>14</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Wageboard</b>	<b>625</b>	<b>479</b>	<b>62</b>	<b>140</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>Total Strength</b>	<b>19783</b>	<b>17860</b>	<b>6276</b>	<b>1525</b>	<b>810</b>	<b>129</b>	<b>52</b>	<b>187</b>	<b>88</b>	<b>27</b>	<b>16</b>	<b>55</b>

Source: 204 Terminal

TABLE A.

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Declassified in Part - Sanitized Copy Approved for Release 2013/02/26 : CIA-RDP88M00933R000300360008-0

TOTAL NSA HIRING  
FY85

GRADE	WHITE MEN	WHITE WOMEN	BLACK MEN	BLACK WOMEN	ASIAN AMERICAN MEN	ASIAN AMERICAN WOMEN	HISPANIC MEN	HISPANIC WOMEN	NATIVE AMERICAN MEN	NATIVE AMERICAN WOMEN	UNIDENT.	TOTAL
GG-01	40	98	3	25	1	1	1	1	1	2	4	177
GG-02	68	152	9	28						3	6	266
GG-03	7	46	2	8		1		1			2	67
GG-04	22	54	2	5		2		1			2	88
GG-05	49	82	8	6		1	1	1		1	9	158
GG-06	52	42		1		3	1			3	5	107
GG-07	422	342	20	29	12	12	11	9		2	47	906
GG-08												0
GG-09	125	72	8	4	2	1	1	3			11	227
GG-10												0
GG-11	67	21	3	1	1		1				5	99
GG-12	43	6	2				1				3	55
GG-13	32	2	1		2				1		3	41
GG-14	14		1									15
GG-15	16	1					1					18
Wageboard	50	16	5	5			1				3	80
Totals	1007	934	64	112	18	21	19	16	2	11	100	2304

White Men = 43.7%  
 White Women = 40.5%  
 Minority Men = 4.5%  
 Minority Women = 6.9%  
 All Women = 47.5%  
 All Minorities = 11.4%

Source: 204 Terminal

BLEB

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FY85 MINORITY HIRING

GRADE	BLACK MEN	BLACK WOMEN	ASIAN AMERICAN MEN	ASIAN AMERICAN WOMEN	HISPANIC MEN	HISPANIC WOMEN	NATIVE AMERICAN MEN	NATIVE AMERICAN WOMEN	TOTAL
G6-01	3	25	1	1	1	1	1	2	35
G6-02	9	28						3	40
G6-03	2	8		1		1			12
G6-04	2	5		2		1			10
G6-05	8	6		1	1	1		1	18
G6-06		1		3	1			3	8
G6-07	20	29	12	12	11	9		2	95
G6-08									0
G6-09	8	4	2	1	1	3			19
G6-10									0
G6-11	3	1	1		1				6
G6-12	2				1				3
G6-13	1		2				1		4
G6-14	1								1
G6-15					1				1
Wageboard	5	5			1				11
Totals	64	112	18	21	19	16	2	11	263

Source: 204 Terminal

TABLE B1

Declassified in Part - Sanitized Copy Approved for Release 2013/02/26 : CIA-RDP88M00933R000300360008-0

Declassified in Part - Sanitized Copy Approved for Release 2013/02/26 : CIA-RDP88M00933R000300360008-0

FY85 HIRING - WOMEN ONLY

GRADE	WHITE WOMEN	BLACK WOMEN	ASIAN AMERICAN WOMEN	HISPANIC WOMEN	NATIVE AMERICAN WOMEN	TOTAL
GG-01	98	25	1	1	2	127
GG-02	152	28			3	183
GG-03	46	8	1	1		56
GG-04	54	5	2	1		62
GG-05	82	6	1	1	1	91
GG-06	42	1	3		3	49
GG-07	342	29	12	9	2	394
GG-08						0
GG-09	72	4	1	3		80
GG-10						0
GG-11	21	1				22
GG-12	6					6
GG-13	2					2
GG-14						0
GG-15	1					1
Wageboard	16	5				21
Totals	934	112	21	16	11	1094

Source: 204 Terminal

TAP B2

Declassified in Part - Sanitized Copy Approved for Release 2013/02/26 : CIA-RDP88M00933R000300360008-0

## PROMOTIONS TO GG-13

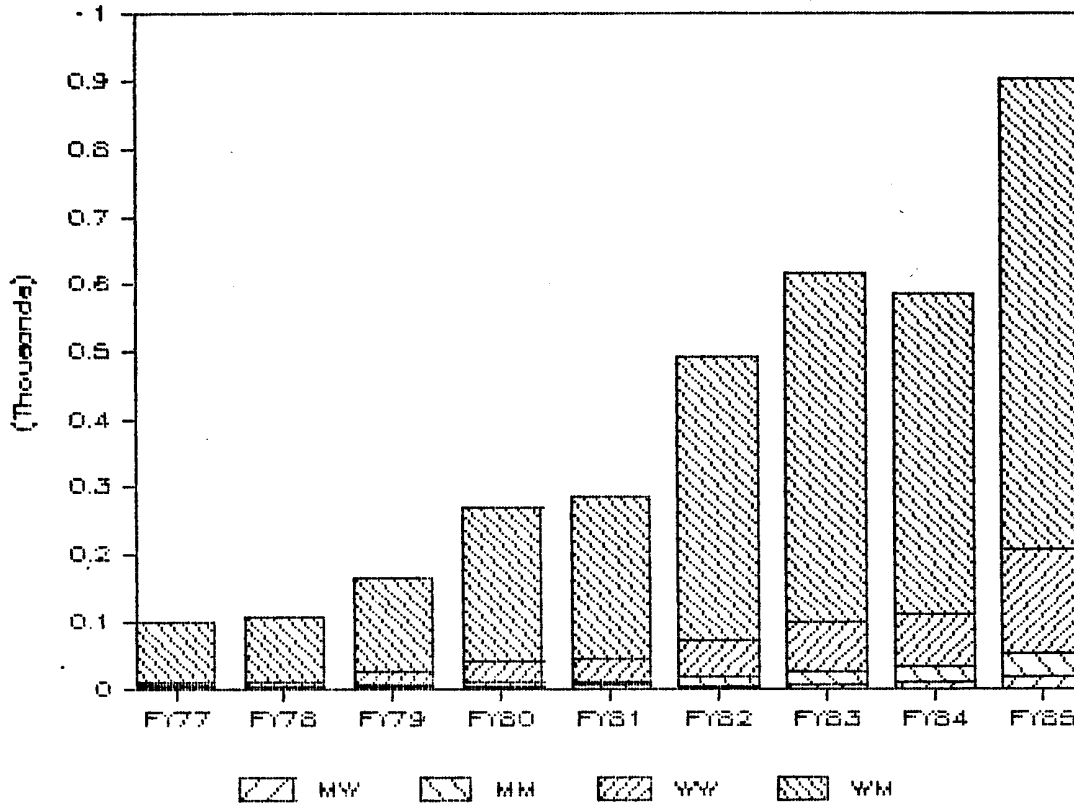


TABLE C

### PROMOTIONS TO GG-14

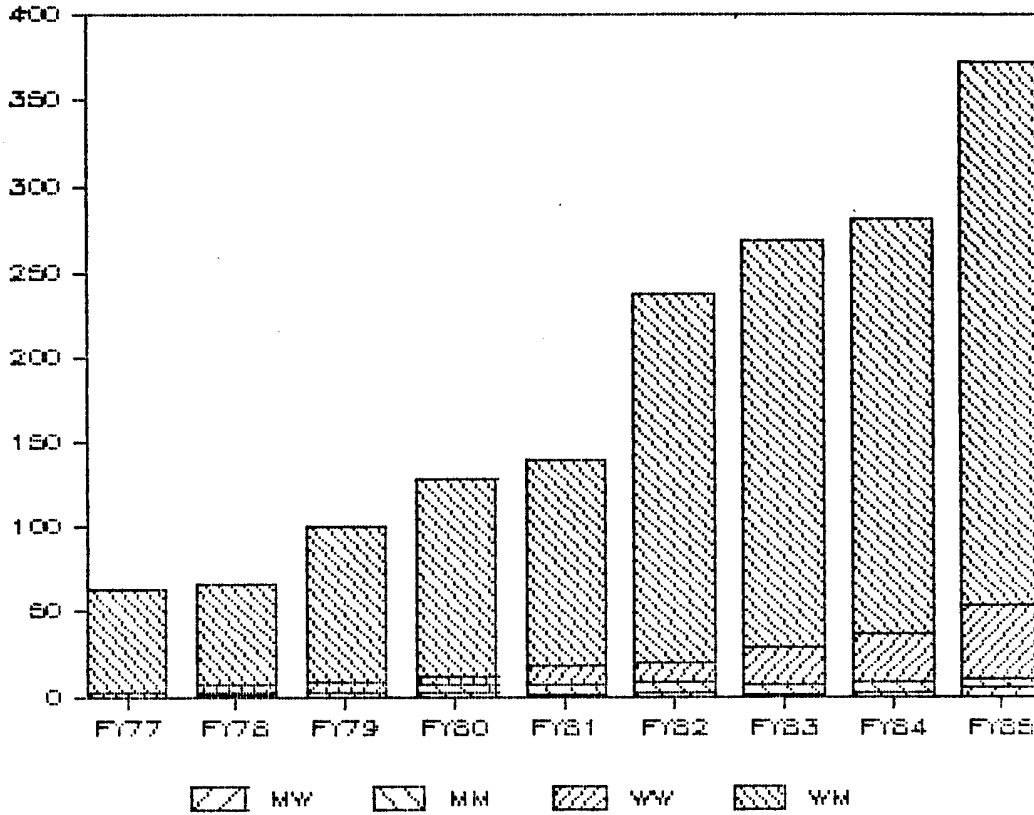


TABLE D

## PROMOTIONS TO GG-15

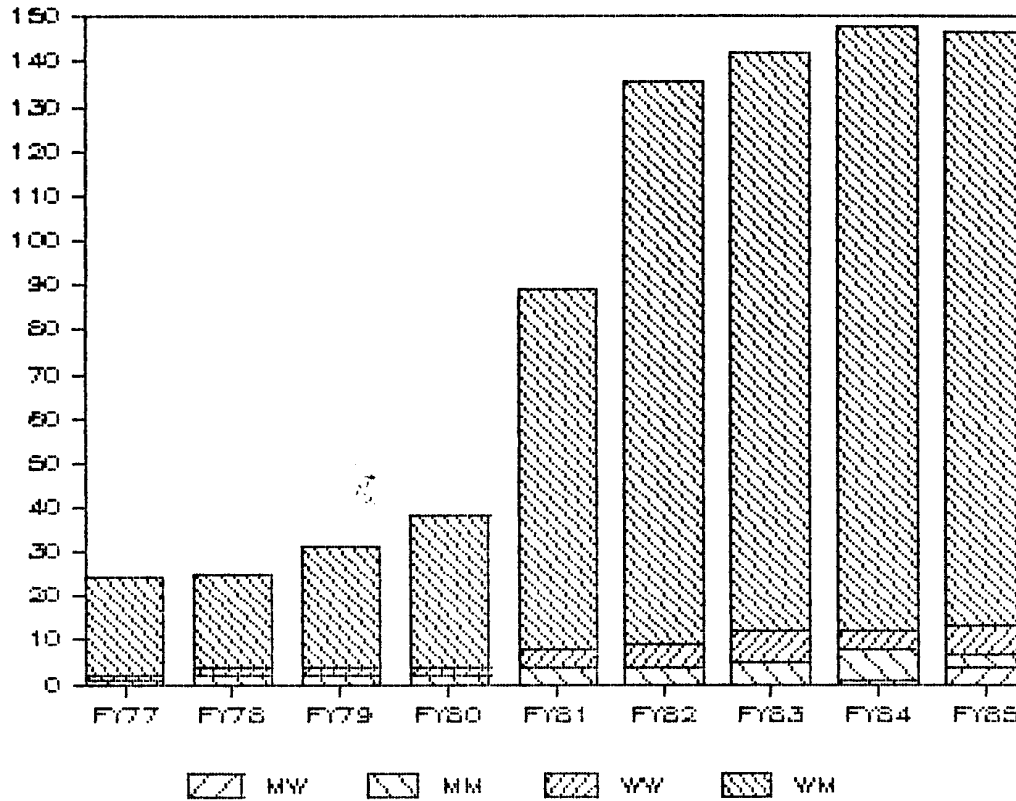
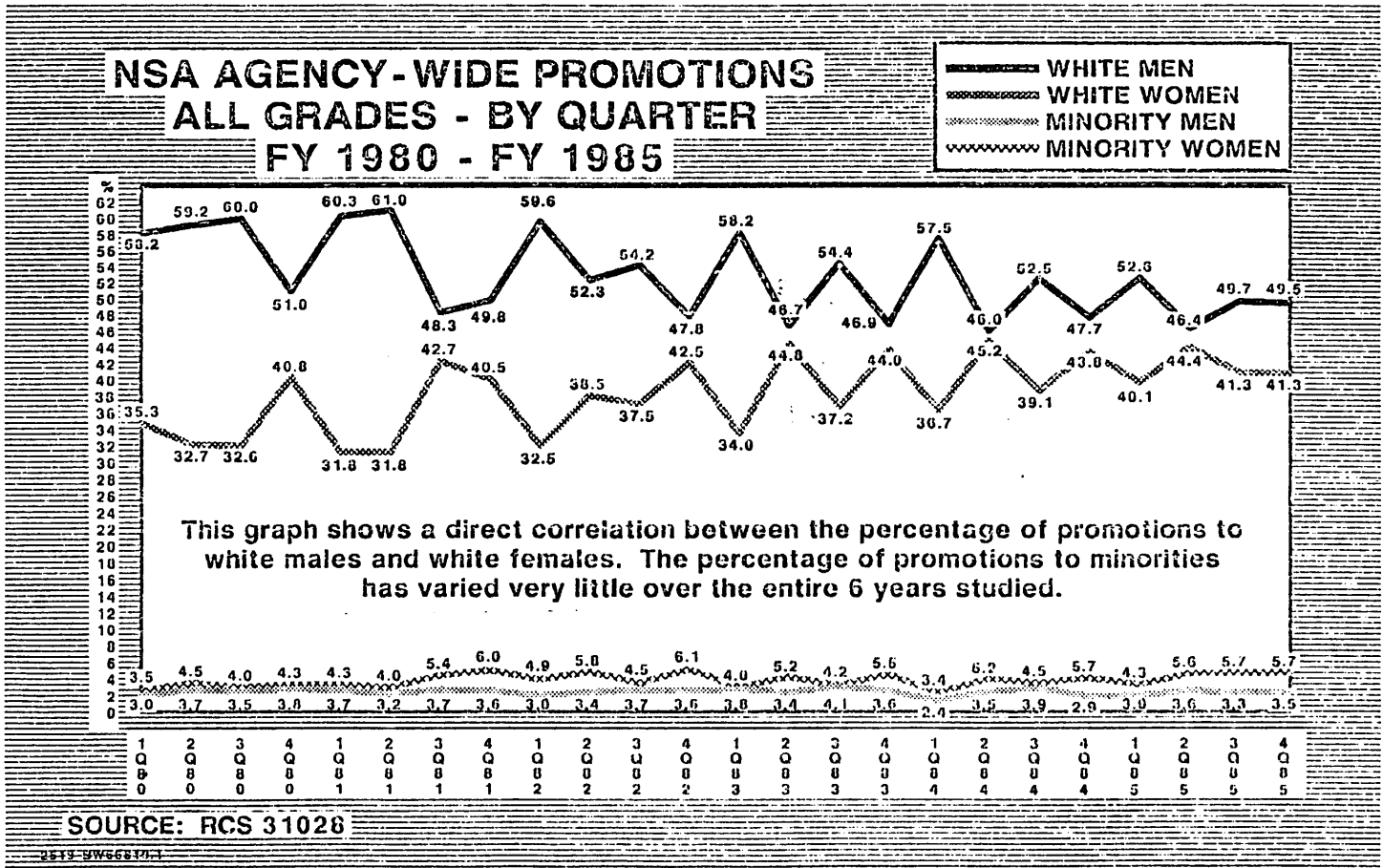


TABLE E



STATE/INR



INTELLIGENCE COMMUNITY STAFF

*JL*

21 March 1986



NOTE FOR: Mr. Robert Surrette, Staff Member  
House Permanent Select Committee  
on Intelligence  
Subcommittee on Program and  
Budget Authorization

SUBJECT: EEO Query

*Bal*

The Department of State's EEO Office has provided the attached information which you requested. In addition to the information on INR, they have included a statistical profile on the entire Department. If you should have any follow-up questions, please feel free to contact me or State's EEO Officer, Mr. Aubrey Verdun, who can be reached on 647-1294.



Director, Program and Budget Staff

STAT

Att:  
As stated

Distribution:  
Orig. - Addressee  
1 - OLL/ICS  
1 - PBS Chrono

INFORMATION



3-20-86

Mr.

Adjusted STATISTICAL INFORMATION  
ON INR's Civil AND Foreign Service  
Workforces is Attached. I AM  
Also sending along information on  
the Department's EEO STATISTICAL  
profile as well. It may be  
helpful if there are follow-up  
questions by the Intelligence  
Committee. Don't hesitate to  
give me a ring if you have  
ANY questions or need more  
information.

AUBREY VERDUN  
IN/EEOCK, Rm 4216 N.S  
647-1294

Pls. file with  
EEO package  
"STATE"

EEO  
DECEMBER, 1985  
PERCENTAGE WOMEN EMPLOYEES

<u>CIVIL SERVICE</u>	<u>DEPARTMENT</u>	<u>INR</u>
Senior	9.0	5.5 (Total 18 employees)
Mid	36.8	24.5 (Total 102 employees)
Junior	74.7	79.5 (Total 78 employees)
Support	80.4	88.0 (Total 25 employees)
Undefined	17.6	N/A
TOTAL	64.5	49.3 (Total 223 employees)

FOREIGN SERVICE

Senior	3.6	0.0 (Total 10 employees)
Mid	18.1	14.0 (Total 71 employees)
Junior	46.8	23.8 (Total 21 employees)
TOTAL	29.4	14.7 (Total 102 employees)

M/EEOCR:2/20/86  
WANG 143F

EEO  
DECEMBER, 1985  
PERCENTAGE MINORITY EMPLOYEES

<u>CIVIL SERVICE</u>	<u>DEPARTMENT</u>	<u>INR</u>
Senior	4.0	0.0 (Total 18 employees)
Mid	17.9	5.9 (Total 102 employees)
Junior	46.7	55.1 (Total 78 employees)
Support	68.1	52.1 (Total 25 employees)
Undefined	82.4	N/A
TOTAL	46.1	22.7 (Total 223 employees)

FOREIGN SERVICE

Senior	3.6	0.0 (Total 10 employees)
Mid	11.2	7.0 (Total 71 employees)
Junior	13.5	14.3 (Total 21 employees)
TOTAL	11.6	8.0 (Total 102 employees)

M/EEOCR:2/20/86  
WANG 0143F

EEO  
DECEMBER, 1985  
PERCENTAGE BLACK EMPLOYEES

<u>CIVIL SERVICE</u>	<u>DEPARTMENT</u>	<u>INR</u>
Senior	3.0	0.0 (Total 18 employees)
Mid	13.8	3.9 (Total 102 employees)
Junior	41.3	55.1 (Total 78 employees)
Support	62.9	52.0 (Total 25 employees)
Undefined	81.3	N/A
TOTAL	41.3	26.9 (Total 223 employees)

FOREIGN SERVICE

Senior	2.0	0.0 (Total 10 employees)
Mid	5.9	2.8 (Total 71 employees)
Junior	6.4	0.0 (Total 21 employees)
TOTAL	5.8	2.0 (Total 102 employees)

M/EEOCR:2/20/86  
WANG 0143F

EEO  
DECEMBER, 1985  
PERCENTAGE HISPANIC, ASIAN, AND  
NATIVE AMERICAN EMPLOYEES

CIVIL SERVICE

2.3 percent of the Department's Civil Service workforce is Hispanic. 2.2 percent of the Department's Civil Service workforce is Asian and .3 percent is Native American. INR has one Hispanic and one Asian Civil Service employees. This constitutes 0.4 percent of its workforce for each of the ethnic groups.

<u>FOREIGN SERVICE</u>	<u>DEPARTMENT</u>	<u>INR</u>
Hispanic	3.5	3.0
Asian	1.7	3.0
Native American	.6	0.0

M/EEOCR:2/20/86  
WANG 0143F

FOREIGN SERVICE EEO FYP PROFILE  
BY GRADE GROUP  
DECEMBER 1985 DATA

15:27 WEDNESDAY, JANUARY 15, 1986

MAJOR ORGANIZATION: 040 INR

EMP PPCL	TOTL EMPS	TOT MAL	TOT FEM	WHIT MAL	PCT	WHIT FEM	PCT	BLK MAL	PCT	BLK FEM	PCT	HISP MAL	PCT	HISP FEM	PCT	AMER INDN MALE	PCT	AMER INDN FEM	PCT	ASIA AMER MALE	PCT	ASIA AMER FEM	PCT	UNSP	PCT		
SUM	102	87	15	81	79.4	13	12.7	2	2.0	0	0.0	2	2.0	1	1.0	0	0.0	0	0.0	0	0.0	2	2.0	1	1.0	0	8.0
SR	10	10	0	10	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
MID	71	61	10	57	80.3	9	12.7	2	2.8	0	0.0	0	0.0	1	1.4	0	0.0	0	0.0	0	0.0	2	2.8	0	0.0	0	7.0
JR	21	16	5	14	66.7	4	19.0	0	0.0	0	0.0	2	9.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	4.8	0	14.3

FOREIGN SERVICE FEO FTP PROFILE  
DECEMBER 1985 DATA

11:12 WEDNESDAY, JANUARY 15, 1986 14

MAJOR ORGANIZATION: 040 INR

EMP PPCL	TOTL EMPS	TOT MAL	TOT FEM	WHIT MAL	PCT	WHIT FEM	PCT	BLK MAL	PCT	BLK FEM	PCT	HISP MAL	PCT	HISP FEM	PCT	AMER INDN MALE	PCT	AMER INDN FEM	PCT	ASIA AMER MALE	PCT	ASIA AMER FEM	PCT	UNSP	PCT
SUM	102	87	15	81	79.4	13	12.7	2	2.0	0	0.0	2	2.0	1	1.0	0	0.0	0	0.0	2	2.0	1	1.0	0	0.0
CM	1	1	0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
MC	7	7	0	7	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
DC	2	2	0	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
01	16	16	0	15	93.8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	6.3	0	0.0	0	0.0
02	11	10	1	9	81.8	1	9.1	1	9.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
03	44	35	9	33	75.0	8	18.2	1	2.3	0	0.0	0	0.0	1	2.3	0	0.0	0	0.0	1	2.3	0	0.0	0	0.0
04	20	16	4	14	70.0	3	15.0	0	0.0	0	0.0	2	10.0	0	0.0	0	0.0	0	0.0	0	0.0	1	5.0	0	0.0
06	1	0	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0



CIVIL SERVICE EEO FTP PROFILE  
 BY GRADE GROUP  
 DECEMBER 1985 DATA

15:13 WEDNESDAY, JANUARY 15, 1986 16

MAJOR ORGANIZATION: 040 INR

EMP PCL	TOTL EMPS	TOT MAL	TOT FEM	WHIT PCT MAL	WHIT PCT FEM	BLK PCT MAL	BLK PCT FEM	HISP PCT MAL	HISP PCT FEM	AMER INDM MALE	AMER INDM FEM	ASIA PCT MALE	ASIA PCT FEM	UNSP PCT																
SUM	223	113	110	99	44.4	62	27.8	14	6.3	46	20.6	0	0.0	1	0.4	0	0.0	0	0.0	0	0.0	0	0.0	1	0.4	0	0.0	27.7		
SR	18	17	1	17	94.4	1	5.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	6.0
110	102	77	25	73	71.6	23	22.5	4	3.9	0	0.0	0	0.0	1	1.0	0	0.0	0	0.0	0	0.0	0	0.0	1	1.0	0	0.0	0	0.0	5.9
JR	78	16	62	7	9.0	28	35.9	9	11.5	34	43.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	55.1
SUP	25	3	22	2	8.0	10	40.0	1	4.0	12	48.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	52.0

CIVIL SERVICE FED FTP PROFILE  
DECEMBER 1985 DATA

16:53 TUESDAY, JANUARY 14, 1986 16

MAJOR ORGANIZATION: 040 INR

EMP PPCL	TOTE EMPS	TOT MAL	TOT FEM	WHIT MAL	PCT	WHIT FEM	PCT	BLK MAL	PCT	BLK FEM	PCT	HISP MAL	PCT	HISP FEM	PCT	AMER INDN MALE	PCT	AMER INDN FEM	PCT	ASIA AMER MALE	PCT	ASIA AMER FEM	PCT	UNSP PCT			
SUM	223	113	110	99	44.4	62	27.8	14	6.3	46	20.6	0	0.0	1	0.4	0	0.0	0	0.0	0	0.0	0	0.0	1	0.4	0	0.0
ES	18	17	1	17	94.4	1	5.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS15	28	24	4	24	85.7	4	14.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS14	30	20	10	19	63.3	10	33.3	1	3.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS13	27	20	7	19	70.4	6	22.2	1	3.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	3.7	0	0.0	0	0.0
GS12	17	13	4	11	64.7	3	17.6	2	11.8	0	0.0	0	0.0	1	5.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS11	12	4	8	3	25.0	6	50.0	1	8.3	2	16.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS09	14	6	8	3	21.4	6	42.9	3	21.4	2	14.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS08	15	1	14	0	0.0	4	26.7	1	6.7	10	66.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS07	37	5	32	1	2.7	12	32.4	4	10.8	20	54.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS06	13	1	12	1	7.7	4	30.8	0	0.0	8	61.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS05	7	1	6	1	14.3	3	42.9	0	0.0	3	42.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS04	4	1	3	0	0.0	2	50.0	1	25.0	1	25.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GS03	1	0	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

CIVIL SERVICE EEO FTP PROFILE  
 BY GRADE GROUP  
 DECEMBER 1985 DATA

15:13 WEDNESDAY, JANUARY 15, 1986 16

MAJOR ORGANIZATION: 040 INR

EMP PPCL	TOTL EMPS	TOT MAL	TOT FEM	WHIT MAL	PCT	WHIT FEM	PCT	BLK MAL	PCT	BLK FEM	PCT	HISP MAL	PCT	HISP FEM	PCT	AMER INDN MALE	PCT	AMER INDN FEM	PCT	ASIA AMER MALE	PCT	ASIA AMER FEM	PCT	UNSP PCT				
SUM	223	113	110	99	44.4	62	27.8	14	6.3	46	20.6	0	0.0	1	0.4	0	0.0	0	0.0	0	0.0	0	0.0	1	0.4	0	0.0	27.7
SR	18	17	1	17	94.4	1	5.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	6.0
MID	102	77	25	73	71.6	23	22.5	4	3.9	0	0.0	0	0.0	1	1.0	0	0.0	0	0.0	0	0.0	0	0.0	1	1.0	0	0.0	5.9
JR	78	16	62	7	9.0	28	35.9	9	11.5	34	43.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	55.1
SUP	25	3	22	2	8.0	10	40.0	1	4.0	12	48.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	57.0

FOREIGN SERVICE EEO FTP PROFILE  
BY GRADE GROUP  
DECEMBER 1985 DATA

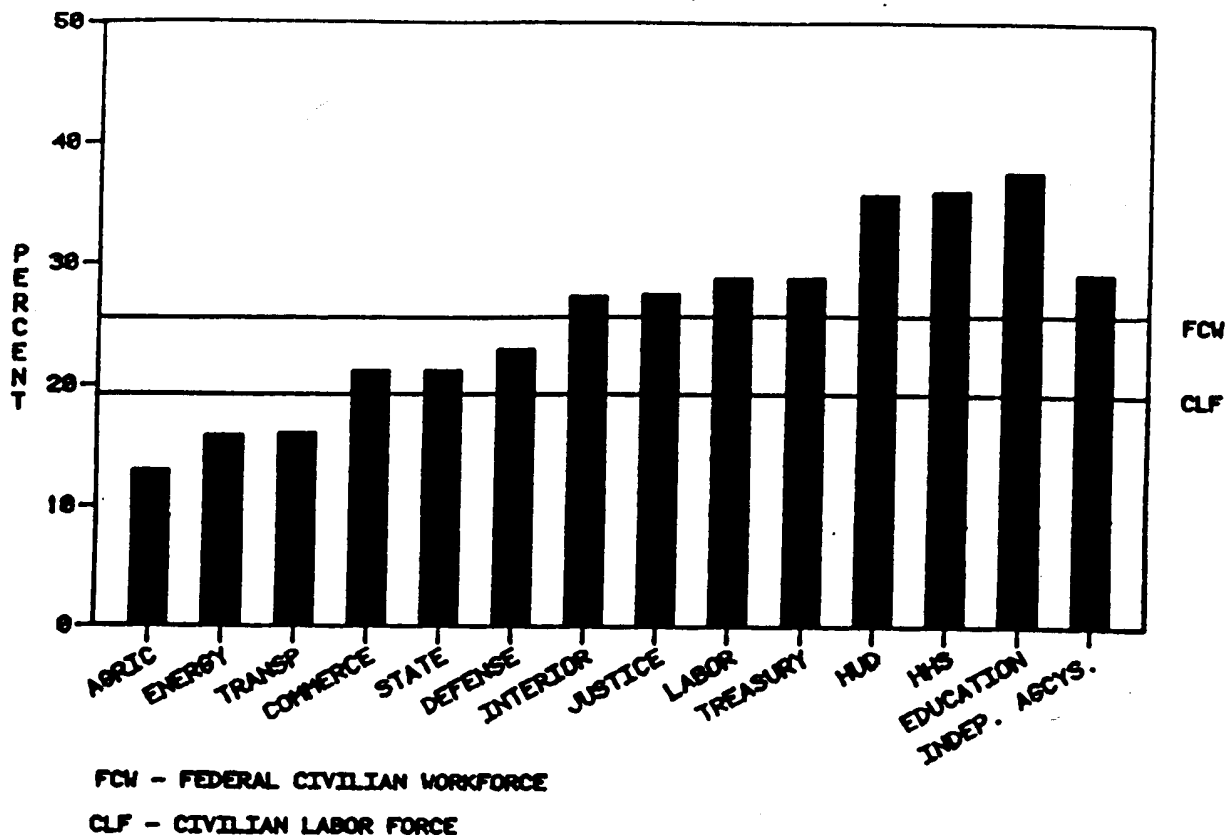
15:27 WEDNESDAY, JANUARY 15, 1986

MAJOR ORGANIZATION: 040 INR

EMP PPCL	TOTL EMPS	TOT MAL	TOT FEM	WHIT MAL	PCT	WHIT FEM	PCT	BLK MAL	PCT	BLK FEM	PCT	HISP MAL	PCT	HISP FEM	PCT	AMER INDN MALE	PCT	AMER INDN FEM	PCT	ASIA AMER MALE	PCT	ASIA AMER FEM	PCT	UNSP PCT	
SUM	102	87	15	81	79.4	13	12.7	2	2.0	0	0.0	2	2.0	1	1.0	0	0.0	0	0.0	2	2.0	1	1.0	0	8.0
SR	10	10	0	10	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
MID	71	61	10	57	80.3	9	12.7	2	2.8	0	0.0	0	0.0	1	1.4	0	0.0	0	0.0	2	2.8	0	0.0	0	7.0
JR	21	16	5	14	66.7	4	19.0	0	0.0	0	0.0	2	9.5	0	0.0	0	0.0	0	0.0	0	0.0	1	4.8	0	1.3

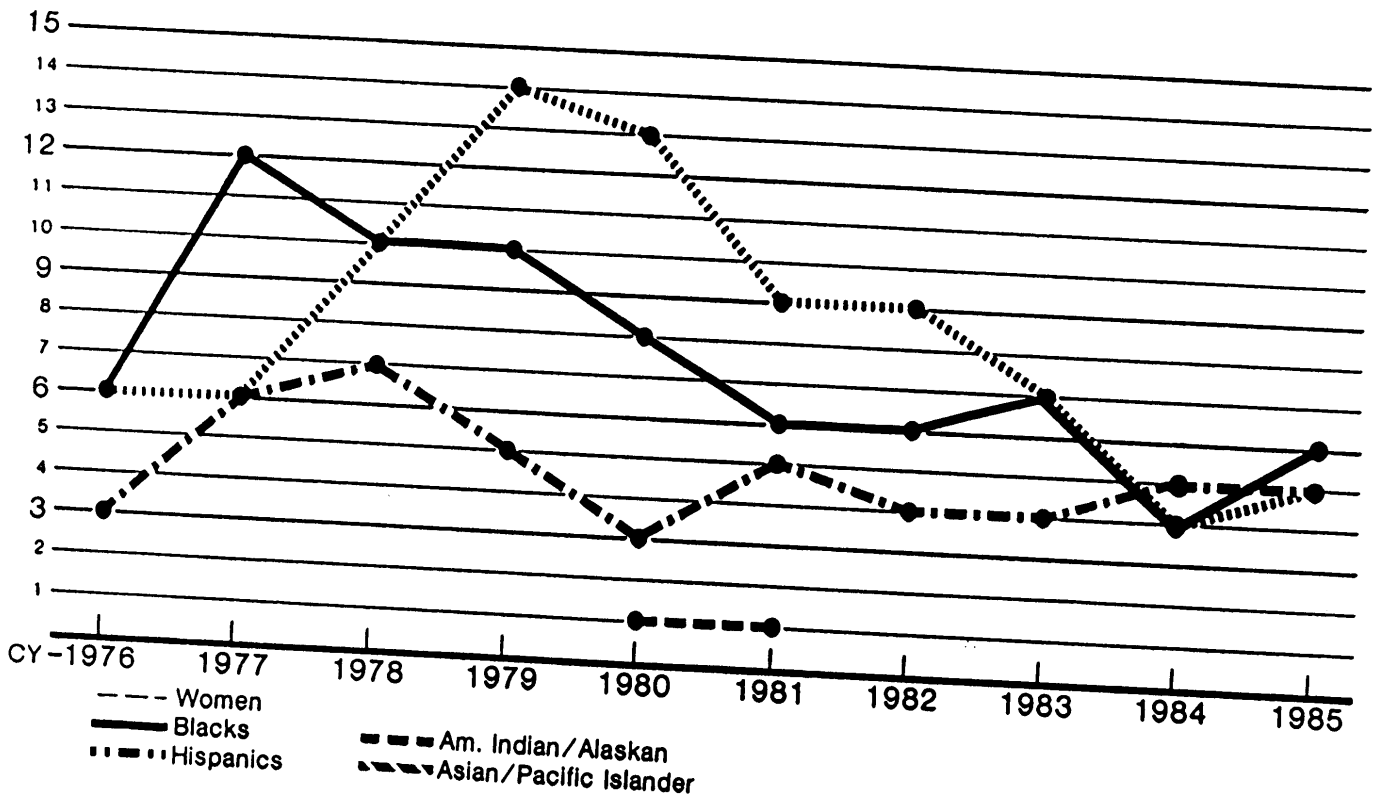
## MINORITY REPRESENTATION

SEPTEMBER 30, 1984

By Occupation

Approximately 73 percent of all minority workers held white-collar occupations in 1984, compared with 72 percent in 1982. Minority group representation in higher paying professional and administrative occupations increased by 11.2 and 16.6 percent, respectively. In the professional area, minorities made strong gains (about 1,800 or 21 percent) in engineering occupations, where about one engineer in ten is now a minority. Other professional jobs with high concentrations (i.e., 20 percent or more) of minorities include: Social Scientist; General Biological Scientist; Nurse; Dietician and Nutritionist; and Medical Technologist. Among administrative jobs, minorities occupy more than one third of Social Insurance Claims Examiner positions.

# Chiefs of Mission and Representatives to Permanent Missions



\*As of 12/85 no Asian or Pacific Islander Americans had received Ambassadorial appointments.

M/EOCR: 12/85

## Department of State PROFILE OF SENIOR DEPARTMENTAL POSITIONS

12/31/85 **	TOTAL	NON-MINORITY		BLACK		HISPANIC		OTHER MINORITY	
		M	F	M	F	M	F	M	F
I. PAS & PA Appts. *									
A. Secretary, Under Secretaries, et. al.	13	13	-	-	-	-	-	-	-
B. Asst. Secretaries	16	12	3	1	-	-	-	-	-
II. Asst. Secretary Equivalents	13	11	1	-	-	1	-	-	-
III. Deputy Asst. Secretaries	94	83	9	2	-	-	-	-	-
IV. Ambassadorial Appointments									
A. Career	92	83	1	5	-	3	-	-	-
B. Non-Career	50	43	4	1	-	2	-	-	-
C. Other	4	4	-	-	-	-	-	-	-

\*Does not include Boards &amp; Commissions

\*\* DOES NOT INCLUDE VACANCIES

**FOREIGN SERVICE OFFICERS AND CAREER CANDIDATES PERCENTAGE  
DISTRIBUTION AT SENIOR  
MID, AND JUNIOR LEVELS.**

	<u>WHITE MALE</u>	<u>WHITE FEMALE</u>	<u>MINORITY MALE</u>	<u>MINORITY FEMALE</u>
SENIOR (CA,CM,MC,OC)	93.3	3.7	3.0	0
MID (1-3)	69.4	18.2	9.3	3.1
JUNIOR (4-6)	51.7	30.4	10.7	7.2
TOTAL	68.3	19.3	8.7	3.7
 TOTAL NUMBERS	 SENIOR	635		
	MID	2310		
	JUNIOR	<u>1069</u>		
		4014		

Prepared By: M/EEOCR: AVVerdun: tmw  
0105F



**DEPARTMENT OF STATE**  
**FOREIGN SERVICE CAREER CANDIDATE RECRUITMENT**  
**Career Candidate Hires -- Junior Officer and**  
**Mid-Level Programs**

Year	Total	Total Juniors	Total Mid-Level	Total White		Total Minority		Black		Hispanic		Other Minority		Total Female	
				No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
CY-85	281	269	12	252	(89.7)	29	(10.3)	12	(4.3)	8	(2.8)	9	(3.2)	107	(38.0)
CY-84	233	215	18	201	(86.3)	32	(13.7)	15	(6.4)	11	(4.7)	6	(2.6)	80	(34.3)
CY-83	199	174	25	159	(79.9)	40	(20.1)	19	(9.5)	12	(6.0)	9	(4.5)	64	(32.2)
FY-82	186	161	25	138	(74.2)	48	(25.8)	24	(12.9)	15	(8.1)	9	(4.8)	64	(34.4)
FY-81	240	207	33	183	(76.3)	57	(23.8)	21	(8.8)	27	(11.3)	9	(3.8)	70	(29.2)
FY-80	274	251	23	213	(77.7)	61	(22.3)	30	(10.9)	24	(8.8)	7	(2.6)	86	(31.4)
FY-79	195	183	12	146	(74.9)	49	(25.1)	21	(10.8)	18	(9.2)	10	(5.1)	46	(23.6)
FY-78	182	162	20	129	(70.9)	53	(29.1)	33	(18.1)	14	(7.7)	6	(3.3)	50	(27.5)
Total	1,790	1,622	168	1,421	(79.4)	369	(20.6)	175	(9.8)	129	(7.2)	65	(3.6)	567	(31.7)



United States Department of State

Washington, D.C. 20520

October 7, 1985

MEMORANDUM

TO:  Chief  
 Legislative Liaison, Intelligence Community Staff

FROM: Robert A. MacCallum, Executive Director *RCM*  
 Bureau of Intelligence and Research

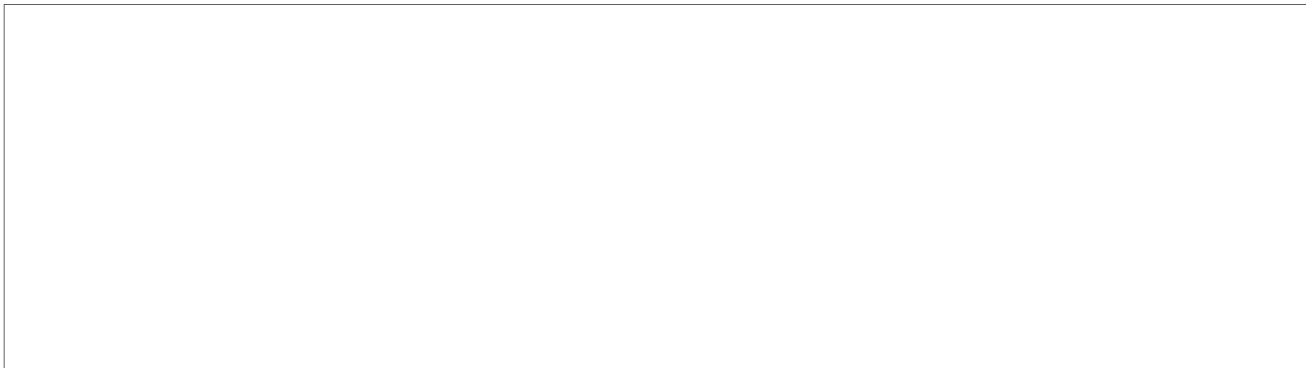
SUBJECT: Request for EEO Statistics

STAT

The Bureau of Intelligence and Research in its staffing function follows the guidelines of the Merit Promotion Program and the Equal Opportunity Program guidelines as established by the management of the Department of State and approved by the Office of Personnel Management (OPM).

Within the Department, employment statistics which are generated by OPM Form 1366, completed voluntarily by employment applicants, are maintained only by the Equal Opportunity and Civil Rights Office in order to meet the requirements of the Privacy Act. Individual bureaus do not maintain these kinds of personnel statistics.

If additional information is required, please contact directly Mr. Clarence E. Hodges, Deputy Assistant Secretary, M/EEOCR, Room 4216, Department of State, Washington, DC, 20520. He may be reached by phone at 632-9294.



ILLEGIB

DI/A

**UNCLASSIFIED**

**QUESTION 1:** Would you describe your recruitment hiring and promotion policies regarding minorities? Please provide a copy of any plans, directives, regulations or manuals which define or delineate these policies.

**ANSWER.** DIA is particularly concerned that present recruitment and hiring sources continue to provide the qualified minority and female applicants to meet organizational needs. The minority and female non-professional representation in the work force continues to be excellent. However, attracting minorities and women for professional positions remains a concern. DIA has developed an OPM approved Federal Equal Opportunity Recruitment Program (FEORP) specifically designed to enhance the employment and promotion opportunities for minorities. The key elements of this program include advertising focused toward minority educational institutions and labor sources and on-campus college recruitment at predominantly minority schools and other schools with high minority enrollments.

The Agency's vacancy announcement system allows employees the opportunity to request consideration for reassignment if they feel their existing talents are not being fully considered and utilized. A significant proportion of vacancy announcements are open to "all sources" and are widely disseminated. In some instances, certain paper qualifications have been waived to capitalize on the skills of employees who, because of their current assignment, would otherwise not have the opportunity to maximize their potential.

The Agency periodically reviews its internal selection and promotion qualification requirements and procedure to insure they are valid, job-related and include no unnecessary barriers to full utilization of skills and training.

**UNCLASSIFIED**

**UNCLASSIFIED**

This review will continue to be used to insure that all members of the workforce receive fair and equitable treatment.

Enclosed are copies of the following DIA issuances:

DIA Regulation 22-27 - Equal Employment Opportunity

DIA Regulation 22-57 - Upward Mobility Program

FY1985 - FEORP Plan

**UNCLASSIFIED**

**DEFENSE INTELLIGENCE AGENCY  
REGULATION NO. 22-27**

**HEADQUARTERS, DEFENSE  
INTELLIGENCE AGENCY  
WASHINGTON, D.C. 20301  
14 December 1976**

**CIVILIAN PERSONNEL**

**EQUAL EMPLOYMENT OPPORTUNITY**

1. **PURPOSE:** To prescribe statutory and Agency policies and procedures for administering the Equal Employment Opportunity (EEO) Program in the DIA which prohibits discrimination against any employee or applicant for employment because of race, age, color, religion, sex, or national origin.
2. **APPLICABILITY:** This regulation applies to all DIA elements.
3. **SUPERSESION:** This regulation supersedes DIAR 22-27, 17 November 1974, as amended.
4. **AUTHORITY:** Equal Employment Opportunity Act of 1972 (P.L. 92-261) as amended, Executive Order 11478, Part 713 Civil Service Commission Regulations, and DoD Directive 1100.15.
5. **BACKGROUND:** The Director, DIA, will be responsible and accountable for implementing an aggressive and affirmative EEO program and for establishing goals and timetables to provide flexible methods to obtain program objectives. In this connection, the Director, DIA, will designate a Director of Equal Employment Opportunity, establish fulltime staff positions, and devote sufficient resources to adequately carry out equal opportunity programs. The Director, DIA, will also insure that recruiting activities reach all sources, that employee skills are fully utilized, and Agency participation at the community level is designed to improve employment conditions for minorities. He will also assure that all equal opportunity policies and programs are understood and executed at all levels of organization, provide a system of evaluation of effectiveness, and assure that officials responsible for carrying out the EEO program meet established qualifications requirements.
6. **POLICIES:**
  - a. Equal employment opportunity is to be provided for all persons as an integral part of every aspect of personnel policy and practice in the employment, development, advancement, and treatment of employees in the DIA.
  - b. Personnel actions and personnel management practices will be based solely on merit and fitness principles in such a manner as to demonstrate full adherence to the letter and spirit of Federal law and public policy guaranteeing equal employment opportunity to all persons, without regard to race, age, color, religion, sex, or national origin.
  - c. In recognition of the dignity and equality of each individual citizen, all activities, facilities and services operated, sponsored, or participated in by the DIA will be available to all employees on an equal basis without any type of segregation or discrimination based on race, age, color, religion, sex, or national origin.
  - d. Complaints of discrimination on grounds of race, color, religion, sex, age, or national origin will be given prompt and fair consideration and every effort will be made to assure just and expeditious disposition of each complaint in concert with procedures prescribed in Civil Service Commission (CSC) directives.
  - e. Persons who complain of alleged discrimination or who participate in the presentation, review or adjudication of such complaints, such as management officials, employees, applicant witnesses, EEO officials, counselors, investigators and hearing officers will be unimpeded and free from restraint, interference, coercion, discrimination, or reprisal.
  - f. Each Deputy Director and equivalent head of a major organizational or staff element will exercise personal leadership in establishing, maintaining, and implementing a positive and continuing program designed to promote the policies and practices of equal opportunity (enclosure 1).

OPR: RPM-1

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g. Management officials, supervisors, and employees will cooperate to the fullest extent with officials designated to review, investigate, and hear a complaint. Activities will make their personnel available as witnesses at a hearing on a complaint and such witnesses will be in a duty status during the time they are made available.

h. Equal opportunity for employees will be translated into affirmative action programs to specifically include the Federal Women's Program, the Spanish-Speaking Program, and the Upward Mobility Program.

i. Management officials must make reasonable accommodations to the religious needs of employees (including those who observe the Sabbath on other than Sunday). The accommodation can be made by substitution of a qualified employee, a grant of leave, a change of a tour of duty, or other means without undue hardship on the mission of the Agency.

j. Effective leadership and accomplishments by individuals in operating a successful EEO program will be used as a criterion for providing recognition, awards, and advancement to civilian employees.

k. Numerical goals and timetables will be used as a means to increase utilization of minorities in occupations and levels in which their representation is out of balance. Such goals are to be realistic and challenging to insure progress toward fulfillment of the EEO objectives.

## 7. RESPONSIBILITIES AND FUNCTIONS:

a. *Designation and Functions of the Director of EEO.* The Assistant Deputy Director for Personnel (RPM) is designated the Director of EEO for the Agency. The Director, EEO, will:

(1) Assure that the policies of equal opportunity are communicated to all levels of the workforce, and advise the Director, DIA, with respect to all pertinent EEO program matters.

(2) In close coordination with management, he will establish and maintain affirmative action programs that identify areas in need of improvement and provide for their attainment.

(3) Develop uniform reporting systems to measure results, provide information, data, and annual progress reports as required.

(4) Recommend disciplinary action against any official who has committed an act of arbitrary discrimination based on race, color, religion, sex, age, or national origin.

(5) Evaluate on a continuing basis the sufficiency of the EEO program and report to the Director his findings with respect to improvement and corrective actions required, including remedial managerial and supervisory actions and changes in programs, practices, procedures, and regulations.

(6) Provide counseling by an EEO counselor for any aggrieved employee or applicant for employment who believes that he has been discriminated against because of race, age, color, religion, sex, or national origin and attempt to resolve the matter raised by the employee or applicant before a complaint of discrimination may be filed.

(7) Provide for the receipt and investigation of individual complaints of discrimination in personnel matters within the Agency.

(8) Provide for the receipt, investigation and disposition of general allegations by organizations or other third parties of discrimination in personnel matters within the Agency.

(9) Make determinations on the administration and disposition of complaints.

(10) Appoint EEO officials in writing, as required, to provide necessary expertise in the total accomplishment of an effective Agency-wide EEO program.

(11) Provide recognition for supervisors or employees who clearly excel in promoting the goals and concepts of the EEO program.

(12) Monitor management requests for audio visual material in support of the EEO program to prevent duplication or proliferation and insure cost effectiveness. The Director, EEO, will coordinate Agency procurement or development of audio visual materials in this field with OASD(M&RA) prior to the commitment of funds.

(13) Maintain liaison with the CSC and the Assistant Secretary of Defense (M&RA) to assure that the Agency EEO and affirmative action programs comply with applicable directives.

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(14) Implement a continuing educational program for all managers which will assist them in managing EEO within their respective directorates to include race/human relations as appropriate.

(15) Periodically prepare and update the Agency's Affirmative Action Plan implementing the Agency's commitment to carry out a continuing affirmative program designed to promote equal opportunity in every aspect of Agency personnel policy and practice in employment, development, advancement, and treatment of employees.

(16) Insure that the Agency's Affirmative Action Plans and reports are prepared and submitted as required.

b. *EEO Officers.* EEO officers, appointed by the Director, EEO, will assist in developing Agency policy and programs including a plan of action for equal employment opportunity, carrying out the requirements and intent of the EEO Act of 1972 (P.L. 92-261). EEO officers are authorized to receive and process official EEO complaints.

c. *EEO Counselors.* EEO counselors appointed by the Director, EEO, serve as initial representatives for examining the issues and attempting to obtain an informal resolution. EEO counselors will be appointed on a part-time basis and the counseling duties and responsibilities will be in addition to regular duties and assignments.

(1) EEO counselors must be sensitive to the problems of intergroup relations and have empathy for employees who bring problems to their attention. They must also display good judgment, be objective and fair, and have a good understanding of organizational relationships within the Agency.

(2) The EEO counselors will establish an open and sympathetic channel through which employees may raise questions, discuss grievances, get answers, and on an informal basis, get resolutions on problems connected with equal employment opportunity. They serve as a bridge between employees and management and are responsible for trying to clear up problems which are brought to their attention by employees. They do this by discussing the problem with the employee, and with the employee's supervisors and associates, if necessary; by clarifying the issues and advising the employee of his/her rights and prerogatives; and by attempting solutions to problems

where it is possible to do so. While EEO counselors concentrate on getting solutions to problems on an informal basis, where appropriate, they make reports to the Director, EEO, about their findings in particular cases (using the employee's names only when permitted to do so) and as necessary, make recommendations for action to the Director, EEO, where his involvement is necessary to reach a solution or correct a problem. They are also responsible for informing the employee about his/her right to file a formal complaint when attempts at informal resolution fail.

(3) EEO counselors maintain liaison as necessary with the personnel office and other applicable DIA elements on EEO matters. They report on EEO matters to the Director, EEO, and submit related recommendations to him as a means of assisting in carrying out the most effective EEO Program possible.

(4) EEO counselors will receive the solid backing of management and the Director, EEO. They are separated from the formal complaint process so that they can be readily accessible to employees and be able to function effectively on an informal basis, handling individual problems and trying to resolve them before they reach the formal complaint stage. Employees must discuss their problems with an EEO counselor before they may file a formal discrimination complaint.

(5) EEO counselors will be free from restraint, interference, coercion, discrimination, or reprisal in connection with the performance of their duties. Management will assure that full cooperation is provided by all employees to EEO counselors during the informal processing phase.

d. *EEO Investigators.*

(1) EEO investigators conduct investigations of formal EEO complaints. The investigator assigned may not be a member of the same Vice Directorate as the complainant. If an investigation is required for complaints within DR, CS, SAC, IG, the Director's Staff Group or GC, an investigator may be assigned from either Vice Directorate. Care must be taken to insure impartiality and guaranteed independence of the investigation.

(2) EEO investigators will be authorized to administer oaths and require that statements of witnesses will be under oath or affirmation, without a pledge of confidence.



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(3) EEO investigators will review the circumstances under which the alleged discrimination occurred, the treatment of members of the complainant's group identified by the complaint as compared with the treatment of other employees in the organizational segment in which the alleged discrimination occurred, and any policies and practices related to the work situation which may constitute or appear to constitute discrimination even though they have not been expressly cited by the complainant. They will prepare investigative files and submit formal reports of investigation to the Director, EEO, using the CSC pamphlet "Investigating Complaints of Discrimination in Federal Employment" as a guide.

*e. The Complaints Examiner.*

(1) The Complaints Examiner will be an impartial employee, normally from another agency who has been certified and assigned by the CSC as qualified to conduct hearings under the EEO program.

(2) In the event there is likelihood of disclosure of classified information at a prospective hearing, appropriate arrangements will be made with the CSC for a qualified Complaints Examiner who has the necessary security clearance.

(3) The Complaints Examiner is empowered by DIA to schedule, regulate, and conduct hearings to bring out pertinent evidence, call witnesses, and administer oaths or affirmations. Rules of evidence will not be applied strictly, but the Complaints Examiner will exclude irrelevant or unduly repetitious evidence. Information having a bearing on the complaint or employment policy or practices relevant to the complaint, will be received in evidence. The complainant, his/her representative, and the representatives of the Agency at the hearing will be given the opportunity to cross-examine witnesses who appear and testify. Testimony will be under oath or affirmation.

*f. Employees, Supervisors and Managers.*

(1) Managers will evaluate supervisory employees on their convincing leadership and effectiveness in promoting EEO activities and apply this criteria in rewarding successful employees.

(2) Supervisors and managers must treat employees fairly and equitably in all matters related to DIA employment, and act promptly to identify,

prevent, or correct situations which may give rise to complaints of discrimination. These officials will prepare reports when required by the Director, EEO.

(3) Employees should respect the dignity of fellow employees, refrain from actions or comments which suggest or imply discriminatory attitudes, make full use of procedures prescribed by this regulation when they honestly feel that an action or failure to act violates Federal Statute or Executive Order, and refrain from registering complaints of discrimination without a substantive basis for doing so and without first discussing the problem with a designated EEO counselor.

(4) Supervisors, managers, and employees will cooperate with EEO officials on furnishing information and statements pertinent to the complaint and will make themselves available as witnesses at a hearing when requested.

(5) Managers will assure that all EEO policies and programs are understood and executed at all levels of the organization.

(6) Supervisors, managers, and career panels will consider demonstrated compliance with EEO objectives, to include efforts in achieving the goals of the Affirmative Action Plans, as an important criterion in evaluation for promotion of civilian personnel at the supervisory and management levels.

*g. Spanish-Speaking Program Coordinator, (SSPC).* The Spanish-Speaking Program Coordinator is appointed by the Director, EEO, and serves to provide leadership in administering the Spanish-Speaking Program, advising management of the special employment concerns of the Spanish-Speaking, participating in the development and implementation of Affirmative Action Plans, establishing effective relationships with Spanish-Speaking organizations, and participating in recruitment and training efforts, and publicity concerning DIA's Spanish-Speaking Program. The Spanish-Speaking Program Coordinator is authorized to receive and forward EEO complaints.

*h. Upward Mobility Program Coordinator, (UMPC).* The Upward Mobility Program Coordinator, appointed by the Director, EEO, will assist the Director, EEO, and the Civilian Personnel Officer with program implementation, assure the periodic counseling of UMP selectees, provide assistance to managers and supervisors as required, and conduct

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periodic review and analysis in administration of the program.

i. *Federal Women's Program Coordinator, (FWPC).* The Federal Women's Program Coordinator, appointed by the Director, EEO, acts as the Agency's contact point, source of information, and advisor to the Director, EEO, on matters involving the employment of women. The FWPC furnishes program leadership and administration, advises the Director, EEO, on the special concerns of women, and assures that equal opportunity for women is an integral part of the Agency's overall EEO program.

j. *EEO Advisory Committee.* The EEO Advisory Committee is composed of representatives of each functional directorate or staff element and approved by the Director, EEO. Committee members are responsible for full dissemination and understanding of EEO materials within their respective organizations as well as providing the Director, EEO, with continuing feedback on the effectiveness of the EEO program. (Members of this committee are called EEO coordinators and represent their respective organizations during EEO Advisory Committee meetings.)

k. *Federal Women's Council.* This council, chartered by the Director, EEO, is composed of eleven members, three permanent and eight at-large which represent women employed at six regional work sites in the Metropolitan Washington area. The council assists the Director, EEO, in achieving equalized job opportunities for women and improving practices and working conditions for women in the DIA. The council also assists the FWPC in carrying out the duties of that position. The primary aim of this council is to concentrate on advancing the status of women in the DIA and assisting women through EEO to reach their highest professional fulfillment.

l. *EEO Executive Board.* Members of the EEO Executive Board are the Director, EEO, Federal Women's Program Coordinator/EEO Officer, Spanish-Speaking Program Coordinator, and the Civilian Personnel Officer. This Board meets at the call of the Director, EEO.

#### 8. PUBLICITY REQUIREMENTS:

a. Operating officials will assure that the name and office address of the Director of EEO, EEO officers, EEO counselors, and the Federal Women's

Program Coordinator, the Spanish-Speaking Program Coordinator and a copy of this regulation are posted permanently on each employee bulletin board.

b. The Civilian Personnel Officer will bring the equal employment opportunity policy and program to the attention of operating officials, supervisors, and employees at least semi-annually through appropriate media.

c. As opportunities present themselves and as circumstances demand, Agency officials will make positive statements to interested community groups and organizations so as to leave no doubt regarding the equality of employment opportunity within the DIA.

#### 9. PROCESSING COMPLAINTS OF DISCRIMINATION:

a. *Coverage.* The DIA may accept a complaint from an aggrieved employee or applicant (except non-U.S. citizens overseas) for employment who believes that he/she had been discriminated against because of race, age, color, religion, sex, or national origin.

##### b. *Pre-Complaint Processing.*

(1) Aggrieved persons who believe they have been discriminated against because of race, color, religion, sex, age, or national origin must consult with an EEO counselor in an attempt to resolve the matter before the complaint is accepted. The EEO counselor will make whatever inquiry considered necessary, seek a solution on an informal basis, counsel the aggrieved person concerning the matter, and keep records of counseling activities for periodic briefing of the Director, EEO. The EEO counselor will not reveal the identity of an aggrieved person except when authorized to do so by the aggrieved person until the Agency has accepted the complaint of discrimination (see paragraph 7.c).

(2) Insofar as is possible, the EEO counselor will conduct final interviews with the aggrieved person not later than 21 calendar days after the date on which the matter was raised by the aggrieved person. If the final interview is not concluded within 21 days and the matter has not previously been resolved to the satisfaction of the aggrieved person, he or she will be informed in writing at that time of the right to file a complaint of discrimination. The notice will inform

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the complainant of the right to file a complaint at any time after receipt of the notice up to 15 calendar days after the final interview (which will be so identified in writing by the EEO counselor) and specify the appropriate official with whom to file a complaint. The complainant will acknowledge receipt of the Notice of Final Interview with the EEO counselor by signing the appropriate copy. The counselor will not attempt in any way to restrain the aggrieved person from filing a formal complaint.

(3) When the EEO counselor is advised that a complaint of discrimination has been filed with the EEO official authorized to receive complaints, a written report will be submitted to the Director, EEO, with a copy to the aggrieved person, summarizing actions and advice both to the Agency and the aggrieved person concerning the issues in the matter.

*c. Filing and Presentation of a Complaint.* A complaint must be submitted in writing by the complainant or his/her representative to one of the following officials: The Director, DIA; the Director, EEO; and EEO officer; the Federal Women's Program Coordinator; or the Spanish-Speaking Program Coordinator (enclosure 3). The complaint must be signed by the complainant. Upon receipt of a complaint by an official other than the Director, EEO, the complaint will be transmitted to the Director, EEO, who will acknowledge its receipt. The complaint will be accepted for processing only if the following requirements are met:

(1) The complainant brought to the attention of the EEO counselor the matter causing him/her to believe he/she has been discriminated against within 30 calendar days of its effective date.

(2) The complainant or his/her representative submitted a written complaint to the appropriate official indicated above, within 15 days of the date of final interview with the EEO counselor.

(3) A complaint will be considered filed on the date it is received, if delivered to an appropriate official, or on the date postmarked if addressed to an appropriate official designated to receive complaints. The Agency will acknowledge to the complainant or his/her representative in writing, receipt of the complaint and advise the complainant in writing of all administrative rights and of his/her right to file a civil action as set forth by CSC regulations including the time limits imposed on the exercise of these rights.

(4) The preceding time limits will be extended when the complainant shows that he/she was not notified of the time limits and was not otherwise aware of them, or that he/she was prevented by circumstances beyond control from submitting the matter within the time limits, or for other reasons considered sufficient by the Agency. At any stage in the presentation of a complaint, including the counseling stage, the complainant will have the right to be accompanied, represented, and advised by a chosen representative. If the complainant is an employee, he/she will have a reasonable amount of official time to present the complaint. If the complainant is an employee and designates another employee of the Agency as his/her representative, the representative will have a reasonable amount of official time to assist in presenting the complaint. An EEO counselor or EEO officer, as well as other EEO officials, may not serve as a representative for a complaint or for the Agency in connection with the processing of a discrimination complaint.

(5) An employee, applicant, representative or witness who alleges restraint, interference, coercion, or reprisal, may have the allegation reviewed as an individual complaint or as a charge in connection with the presentation of the complaint. An allegation of reprisal arising before a hearing must be investigated within 15 days of receipt and a report on actions taken on the allegation sent to the CSC within this period.

*d. Rejection or Cancellation of Complaint.* The Director, DIA, or the Director, EEO, may reject a complaint which was not timely filed and will reject those allegations in a complaint which are not within the purview of EEO regulations or which set forth identical matters as contained in a previous complaint filed by the same complainant which is pending in the Agency or has been decided by the Agency. A complaint may be canceled because of failure of the complainant to prosecute the complaint. The decision to reject or cancel the complaint will be transmitted by letter to the complainant and his/her representative and will inform the complainant of the right of appeal to the CSC. The decision letter will inform the complainant of the 15-calendar day time limit within which the appeal may be submitted and of the right to file a civil action under Sec. 717(c) of the Civil Rights Act, as amended, 84 Stat. 112.

*e. Investigation.*

(1) The Director, EEO, will provide for the

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prompt investigation of the complaint by the designation of an EEO investigator to perform the functions described in paragraph 7.d. The Director, EEO, will assure that the assigned investigator is not directly or indirectly under the jurisdiction of the head of that part of the Agency in which the complaint arose, and that each investigator is provided a written authorization to (1) investigate all aspects of the case, (2) require all employees of the Agency to cooperate in the conduct of the investigation, and (3) to require employees having knowledge of the complaint to furnish testimony under oath or affirmation. He will further assure that witnesses shall be free from restraint, interference, coercion, discrimination, or reprisal in presenting their testimony.

*f. Adjustment of Complaint.*

(1) The Agency will provide an opportunity for adjustment of the complaint on an informal basis after the complainant has reviewed the investigative file. For this purpose the Director, EEO, will furnish the complainant or representative a copy of the investigative file promptly after receiving it from the investigator, and provide opportunity for the complainant to discuss the investigative file with appropriate officials. If an adjustment of the complaint is arrived at, the terms of the adjustment will be reduced to writing and made part of the complaint file, with a copy of the terms of the adjustment provided the complainant. If the Agency does not carry out, or rescinds, any action specified by the terms of the adjustment for any reason not attributable to acts of conduct of the complainant, the Director, EEO, will, upon the complainant's written request, reinstate the complaint for further processing from the point processing ceased upon the terms of the adjustment.

(2) If an adjustment of the complaint is not agreed upon, the complainant will be notified in writing (1) of the proposed disposition of the complaint, (2) of the right to a hearing and decision by the Director or designee if the complainant notifies the Director, EEO, in writing within 15 calendar days of receipt of the notice that he/she desires a hearing, and (3) of the right to a decision by the Director, DIA, or designee without a hearing.

(3) If the complainant fails to notify the Director, EEO, in writing within the 15-day period prescribed in paragraph 9.f.(2), the Director, EEO, may adopt the disposition of the complaint proposed in the

notice sent to the complainant as the decision of the Agency on the complaint. When this is done, the Director, EEO, will transmit the decision by letter, informing the complainant of the right to appeal to the CSC and the time limits applicable thereto and of the further right to file a civil action.

*g. Hearing.* When a hearing is required, the hearing will be conducted by a Complaints Examiner who has been certified and assigned by the CSC as qualified to conduct such hearings. Cost involved in the conduct of a hearing will be borne by the Agency.

(1) *Arrangements for a Hearing.* The complaint file containing all the documents which have been acquired up to that point in the processing of the complaint, including the original copy of the investigative file, will be transmitted to the Complaints Examiner who will review the complaint file to determine whether further investigation is needed before scheduling the hearing. When the Complaints Examiner determines that further investigation is needed, the complaint will be remanded to the Director, EEO, for further investigation or to arrange for the appearance of witnesses necessary to supply the needed information at the hearing. The requirements of paragraph 9.e apply to any further investigation by the Agency on the complaint. The Complaints Examiner will schedule the hearing for a convenient time and place.

(2) *Conduct of Hearing.* The Complaints Examiner will conduct the hearing as prescribed in Sec. 713.218 of the CSC regulation. The DIA will provide necessary logistic support for the conduct of the hearing.

(3) *Findings, Analysis, and Recommendations.* The Complaints Examiner will transmit the complaint file (including the record of the hearing), together with findings and analysis with regard to the matter which gave rise to the complaint and the general environment out of which the complaint arose and a recommended decision on the merits of the complaint, to the Director, DIA, and will notify the complainant of the date on which this was done. In addition, the Complaints Examiner will transmit, by separate letter to the Director, EEO, whatever findings and recommendations considered appropriate with respect to conditions in the Agency which do not bear directly on the matter which gave rise to the complaint or which bear on the general environment out of which the complaint arose.

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*h. Relationship to Other Agency Appellate Procedures.*

(1) When a complainant makes a written allegation of discrimination on grounds of race, color, age, religion, sex, or national origin in connection with an action that is directly appealed to the CSC (reduction in force and certain adverse actions) the complainant will be informed of the requirement to make an election under which regulation the complainant wishes the issue of discrimination to be processed. Upon election in writing by the complainant, the Commission's appellate office will be sent a signed and dated copy of the election and the complaint will be processed in accordance with that regulation and as the Commission directs.

(2) When a discrimination complaint arises in connection with a grievance under DIAR 22-12, "Grievance Procedures," or as part of a complaint to the Inspector General, the allegation of discrimination will be processed first in accordance with this regulation.

*i. Avoidance of Delay.*

(1) Complaints will be resolved expeditiously. Both the complainant and the Agency will proceed with the complaint without undue delay so that the complaint is resolved within 180 days after it was filed including time spent in the processing of the complaint by the Complaints Examiner.

(2) The Director, DIA, or the Director, EEO, may cancel a complaint if the complainant fails to prosecute the complaint without undue delay. However, instead of canceling for failure to prosecute, the complaint may be adjudicated if sufficient information for that purpose is available.

*j. Decision by the Director.*

(1) The Director, DIA, will make the decision of the Agency on a complaint based on information in the complaint file. The decision of the Agency will be in writing and transmitted by letter to the complainant and his/her representative. That letter will also transmit a copy of the findings, analysis, and recommended decision of the Complaints Examiner when there has been a hearing on the complaint and a copy of the transcript of the oral testimony and other oral statements at the hearing. When there has been a hearing, the Agency has the prerogative to

adopt, reject, or modify the decision as recommended by the Complaints Examiner. When the decision of the Agency is to reject or modify the recommended decision of the Complaints Examiner, the letter transmitting the decision of the Agency will set forth the specific reasons in detail for rejection or modification. When there has been no hearing and no decision under paragraph 9.f, the letter transmitting the decision of the Agency will set forth the findings, analysis, and decision of the Director. The decision of the Agency will require any remedial action authorized by law determined to be necessary or desirable to effect the resolution of the issues of discrimination and to promote the policy of equal opportunity, whether or not there is a finding of discrimination. When discrimination is found, remedial action will be taken in accordance with pertinent CSC regulations. Such action may involve retroactive personnel actions, back pay, and disciplinary action against offending officials (see paragraph 11).

(2) The Agency will inform the complainant of the right to appeal the decision of the Agency to the CSC, of the right to file a civil action, and of the time limit applicable thereto.

*k. Action After Recommendation by Complaints Examiner.* When the Complaints Examiner has submitted a recommended decision finding discrimination and the Agency has not issued a final decision within 180 calendar days after the date the complaint was filed, the Complaints Examiner's recommended decision will become the final decision of the Agency 30 calendar days after its submission to the Agency. In such event the complainant will be notified of the decision and furnished a copy of the findings, analysis, and decision of the Complaints Examiner. The complainant will also be furnished a copy of the hearing record and be notified in writing of the right of appeal to the CSC, the time limit of the appeal, and of the right to file a civil action (see paragraph 12 for court cases pertaining to age).

*l. Complaint File.* The Agency will establish a complaint file. This file will not contain any document that has not been made available to the complainant. This file will contain all documents pertinent to the complaint except those matters concerning disciplinary action. The complaint file will include copies of:

(1) The notice of the EEO counselor to the aggrieved person regarding his rights.

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(2) The written report of the EEO counselor to the Director, EEO, on whatever precomplaint counseling efforts were made regarding the complainant's case.

(3) The complaint.

(4) The investigative file.

(5) If the complaint is withdrawn by the complainant, a written statement to the complainant or his representative to that effect.

(6) If adjustment of the complaint is arrived at under paragraph 9.f, the written record of the terms of adjustment.

(7) If no adjustment of the complaint is agreed upon under paragraph 9.f, a copy of the letter notifying the complainant of the proposed disposition of the complaint and of the right to a hearing.

(8) If a decision is made under paragraph 9.f, a copy of the letter to the complainant transmitting that decision.

(9) If a hearing was held, the record of the hearing, together with the Complaints Examiner's findings, analysis, and recommended decision on the merits of the complaint.

(10) Recommendations of the Director, EEO, if any, to the Director.

(11) Decision made under paragraph 9.f and a copy of the letter transmitting the decision of the Director.

#### 10. APPEALS TO THE CIVIL SERVICE COMMISSION:

##### a. *Entitlement.*

(1) Except as provided by paragraph (2) below, a complainant may appeal to the CSC the decision of the Director or his designee.

(2) A complainant may not appeal to the CSC when the issue of discrimination giving rise to the complaint is being considered, or has been considered, in connection with any other appeal by the complainant to the CSC.

b. *Where to Appeal.* The complainant will file his appeal in writing, either personally or by mail, with the Appeals Review Board, U.S. Civil Service Commission, Washington, D.C. 20415.

##### c. *Time Limit.*

(1) Except as provided in paragraph 10.a, a complainant may file an appeal at any time after receipt of the Agency's notice of final decision on the complaint, but not later than 15 calendar days after receipt of that notice.

(2) The time limit may be extended at the discretion of the Appeals Review Board upon a showing by the complainant that he/she was not notified of the prescribed time limit and was not otherwise aware of it or that circumstances beyond control prevented the complainant from filing an appeal within the prescribed time limit.

d. *Appellate Procedures.* The Appeals Review Board will review the complaint file and all relevant written representations made. This Board may remand a complaint to the Agency for further investigation or a rehearing if it considers that action necessary, or have additional investigation conducted by CSC personnel. There is no right to a hearing before the Board. The Board will issue a written decision setting forth its reasons for the decision and send copies to the complainant, his designated representative, and the Agency. When corrective action is ordered, the Agency will report promptly to the Board that the corrective action has been taken. The decision of the Board is final but will contain a notice of right to file a civil action.

e. *Appellate Review by the CSC Commissioners.* The Commissioners may, at their discretion, reopen and reconsider any previous decision when the party requesting reopening submits written argument or evidence in accordance with Sec. 713.235 of the Federal Personnel Manual.

f. *Relationship to Other Appeals.* When a complaint of discrimination under this regulation also involves an action which is otherwise appealable to the CSC, and the complainant has been informed by the Agency of his right to proceed under this regulation and elects to proceed by appeals to the CSC, the case, including the issue of discrimination, will proceed under the CSC regulations and the time frame appropriate to that appeal.

DIAR 22-27

11. **THIRD PARTY ALLEGATIONS:** General allegations by organizations or other third parties of discrimination in personnel matters within the Agency which are unrelated to an individual complaint of discrimination will be processed in accordance with Sec. 713.251 of the CSC regulations.

12. **REMEDIAL ACTIONS:**

a. *Remedial Action Involving an Applicant.*

(1) When the Agency, or the CSC, finds that an applicant for employment has been discriminated against and except for that discrimination would have been hired, the Agency will offer the applicant employment of the type and grade denied him. The offer will be made in writing. The individual will have 15 calendar days from receipt of the offer within which to accept or decline the offer. Failure to notify the Agency of his decision within the 15-day period will be considered a declination of the offer, unless the individual can show that circumstances beyond his control prevented him from responding within the time limit. If the offer is accepted, appointment will be retroactive to the date the applicant would have been hired, subject to the limitation in paragraph (3) below. Back pay will be awarded as prescribed by CSC regulations. The individual will be deemed to have performed service for the Agency during this period of retroactivity for all purposes except for meeting service requirements for completion of a required trial period. If the offer is declined, the Agency will award the individual a sum equal to the back pay he would have received as prescribed by CSC regulation, from the date he would have been appointed until the date the offer was made, subject to the limitation of paragraph (3) below. The Agency will inform the applicant, in its offer, of the right to this award if the offer is declined.

(2) When the Agency, or the CSC, finds that discrimination existed at the time the applicant was considered for employment, but does not find that the individual is the one who would have been hired except for discrimination, the Agency will consider the applicant for any existing vacancy of the type and grade for which he/she had been considered initially and for which he/she is qualified before consideration is given to other candidates. If the applicant is not selected, the Agency will record the reasons for nonselection. If no vacancy exists, the Agency will give the applicant this priority consideration for the next vacancy for which he/she is qualified.

(3) A period of retroactivity or a period for which back pay is awarded under this paragraph may not extend from a date earlier than 2 years prior to the date on which the complaint was initially filed by the applicant. If a finding of discrimination was not based on a complaint, the period of retroactivity or period for which back pay is awarded under this paragraph may not extend earlier than 2 years prior to the date the finding of discrimination was recorded.

b. *Remedial Action Involving an Employee.*

When the Agency, or the CSC, finds that an employee of the Agency was discriminated against, and as a result of that discrimination, was denied an employment benefit, or an administrative decision adverse to him was made, the Agency will take remedial actions which will include one or more of the following, but need not be limited to these actions:

(1) Retroactive promotion, with back pay computed in the manner prescribed by CSC regulations when the record clearly shows that but for the discrimination the employee would have been promoted or would have been employed at a higher grade.

(2) Consideration for promotion to a position for which the employee is qualified before consideration is given to other candidates when the record shows that discrimination existed at the time selection for promotion was made, but is not clear that except for the discrimination, the employee would have been promoted. If the individual is not selected, the Agency will record the reasons for nonselection.

(3) Cancellation of an unwarranted personnel action and restoration of the employee.

(4) Deletion from the Agency's records of any reference to or any record of an unwarranted disciplinary action that is not a personnel action.

(5) Full opportunity to participate in the employee benefit denied him (e.g., training, preferential work assignments, overtime scheduling).

13. **RIGHT TO FILE A CIVIL ACTION:**

a. *Statutory Right.* An employee or applicant is authorized by Sec. 717(c) of the Civil Rights Act, as amended, 84 Stat. 112, to file a civil action in an appropriate U.S. District Court within:

DIAR 22-27B

(1) Thirty calendar days of his receipt of notice of final action taken by his agency on a complaint.

(2) One hundred-eighty calendar days from the date of filing a complaint with the Agency if there has been no decision.

(3) Thirty calendar days of his receipt of notice of final action taken by the CSC on his complaint, or,

(4) One hundred-eighty calendar days from the date of filing an appeal with the CSC if there has been no decision.

b. *Notice of Right.* An employee or applicant will be notified of his right to file a civil action, and of the 30-day time limit for filing, in any final action on a complaint under paragraph 9.f.

c. *Effect on Administrative Processing.* The filing of a civil action by an employee or applicant does not terminate Agency processing of an appeal.

d. *Notice of Intent to File Civil Action Under the Age Discrimination in Employment Act, (ADEA).* An individual who has not filed an age discrimination complaint within the Agency as provided for in this regulation may not commence a civil action until he/she has given the CSC at least 30 days notice of intent to file such action. The notice of intent must be filed within 180 days after the alleged unlawful practice occurred (see FPM Letter 713-30). The following procedures will be followed.

(1) The complainant will address a notice of intent to the Office of the Assistant Executive

FOR THE DIRECTOR:

OFFICIAL:



Assistant Deputy Director  
for Support and Services

3 Enclosures

1. Operating Officials' Guide for Review of the Equal Employment Opportunity Program
2. Equal Employment Opportunity Counselors
3. Officials Authorized to Receive EEO Complaints

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Director, ATTN: Age Discrimination in Employment Act Program Coordinator, U.S. Civil Service Commission, Washington, D.C. 20415 within 30 days of commencement of the civil suit trial.

(2) The notice should be dated and contain:

(a) Statement of intent to file civil action under Sec. 15 (d) of the ADEA of 1967.

(b) Name and address of complainant.

(c) Name and address of counsel, if any.

(d) Name and location of agency or installation where alleged discrimination occurred.

(e) Date alleged discrimination occurred.

(f) Brief statement giving particulars of alleged discrimination.

(g) Signature of complainant.

14. USE OF PENALTY MAIL: Letters from complainants dealing with grievances or complaints are not official business of the U.S. Government merely because the aggrieved party is an employee of the Federal Government. Therefore, employees communicating with the Agency or the CSC concerning discrimination complaints or grievances may not mail any article under official mailing privilege (i.e., where postage and fees are paid by the Federal Government) unless he or she is requested to do so by an agency of the Federal Government, or the mailing is required by law.



Chief, Coordination Staff

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DIAR 22-27C

**OPERATING OFFICIALS' GUIDE FOR REVIEW OF  
THE EQUAL EMPLOYMENT OPPORTUNITY PROGRAM**

1. Have you issued an unequivocal statement to all personnel supporting the Equal Employment Opportunity Policy, including some personal comments and observations concerning the program as it is being implemented in your activity?
2. Have you briefed new key staff personnel on the program and emphasized their responsibilities for implementing it?
3. Has the subject of equal opportunities for minorities and women been specifically included in supervisory orientation sessions and staff meetings?
4. In orientation programs, are minorities and women made aware that promotional and training opportunities are equally available to them?
5. Have ratings and rating procedures been reviewed to insure that no element of improper discrimination is being practiced in the rating process?
6. Have you used statistics to appraise the employment patterns of your activity? Have you identified organizations which should be given special attention with respect to the appointment or promotion of minorities and women?
7. Has a study been made of the pattern of minorities and women's participation in training programs?
8. Have you reviewed the superior accomplishment awards granted in the past year to determine if minorities and females are included? If they are not, have you determined the reasons?
9. Are all activity-sponsored recreational activities and social functions in reality equally available to minorities and women?
10. If qualified minority and female candidates are not selected, have merit selection certificates been reviewed to determine whether nonselections appear to form a pattern?
11. Are minorities and women represented on boards and committees where membership is appointive?
12. Are there supervisors or employees within your activity who should be recognized by an appropriate award under DIAR 22-16 for clear and significant achievements in fostering equal employment opportunity?

ENCLOSURE 1

**DEFENSE INTELLIGENCE AGENCY  
REGULATION NO. 22-57**

**HEADQUARTERS, DEFENSE  
INTELLIGENCE AGENCY  
WASHINGTON, DC 20301  
12 March 1984**

**CIVILIAN PERSONNEL  
Upward Mobility Program**

1. **Purpose:** To establish the DIA Upward Mobility Program (UMP) and to prescribe policy and procedures for its operation.
2. **Reference:**
  - a. FPM Chapter 410 and 713.
  - b. Public Law 92-261.
  - c. Executive Order 11478.
  - d. President's Memorandum of 8 August 1969 to heads of agencies.
3. **Applicability:** This regulation applies to all nonprofessionals and wage-grade personnel who have been continuously employed with the Agency for a minimum of 2 years.
4. **Definitions:**
  - a. *Upward Mobility Program.* The UMP provides Agency employees presently engaged in non-professional activities an opportunity to enter technical, administrative, or professional occupations. This is accomplished by assigning employees, selected on a basis of open competition and merit, to specially-developed transitional trainee positions within an element's authorized manpower levels. Upon completion of a carefully designed training and development program, the employees are then eligible for certification in a technical, administrative, or professional occupation.
  - b. *Target Position.* An authorized vacant position within a DIA element that has been designated for staffing in accordance with the provisions of this regulation by the Directorate head and one for which an upward mobility candidate may be trained and to which assignment will be affected upon successful completion of a specifically designed training and development program. Target positions will not exceed the GS-09 grade level. Higher graded positions may be downgraded to permit their staffing under the provisions of this regulation.
  - c. *Transition Position.* The interim duties and responsibilities approved by the Civilian Personnel Operations Division (RHR-2) to which an UMP selectee is assigned for training and development. The transition description will be nonprofessional and will normally be at the same grade level as the selectee's former position (except when a selectee above GS-09 must accept a voluntary downgrade to enter the UMP), but will not exceed the GS-09 grade level. The UMP trainee is normally assigned

against the Joint Table of Distribution (JTD) billet of the target position. The establishment of a transition position does not alter the official professional manpower status assigned to a JTD billet.

d. *Training and Development Plan.* A formalized documented agreement between the Agency and the UMP trainee developed by management, the DIA Training Office (OT-2), and RHR-2, specifying a course of study and/or work assignments which are to be satisfactorily completed in a specified time period and when completed will fully qualify the trainee for assignment to the target position.

e. *UMP Trainee.* A nonprofessional or wage-grade employee selected for training and assignment under the provisions of this regulation.

5. **Supersession:** This regulation supersedes DIAR 22-57, 21 June 1976. Black lines in the margins indicate changes.

6. **Policy:** Public Law 92-261 established a requirement for agencies to include in their annual Equal Employment Opportunity (EEO) plan, "... provision for the establishment of training and education programs designed to provide a maximum opportunity for employees to advance so as to perform at their highest potential." The UMP is established in compliance with PL 92-261 and Executive Order 11478 and the long-standing policy of the DIA to provide equal opportunity in employment on the basis of merit and fitness and without discrimination because of race, color, age, religion, sex, or national origin. Therefore, all necessary actions that are within the Agency's purview will be taken to assure the best possible utilization of skills and potentials of applicable employees and, to the fullest extent practical, provide them increased opportunities to improve their skills and qualifications for assignment to occupations having greater advancement potential.

7. **Responsibilities:**

a. The Assistant Deputy Director for Human Resources (RHR) will:

(1) Manage the DIA UMP to insure the intent of Public Law 92-261 is carried out.

(2) Through the Planning and Evaluation Group (RHR-P), conduct periodic reviews and analysis of the UMP.

b. The Chief, RHR-2 will:

OPR: RHR-2

## DIAR 22-57

(1) Operate the UMP program and take actions necessary to insure that provisions of this regulation are carried out.

(2) Designate personnel to accomplish UMP elements outlined in this regulation.

(3) Maintain records as required concerning program implementation and employee participation.

c. The Chief, OT-2, will participate fully in the development of the required training and career development plans for UMP selectees.

d. Managers and Supervisors will:

(1) Review on a continuing basis, positions under their jurisdiction and identify those which are appropriate for staffing through this program at the GS-09 level and below.

(2) Continuously monitor the progress of participating employees and counsel or assist them as required.

(3) Support the UMP as required for employee participation in educational and training programs.

#### 8. Procedures:

a. *Identifying Target Positions.* RHR-2 will solicit from DIA major elements the nomination of target positions which might be appropriate for staffing through the UMP. This solicitation will normally be accomplished in January of each calendar year. In addition, all supervisors and managers will review, on a continuing basis, vacant positions to determine their applicability for potential staffing through the UMP. Positions may be downgraded to the GS-09 level or below to permit their staffing under this program. Target positions to be included in the program will be selected with consideration given to the organization's mission and a determination that the requisite skills of the position can be acquired through training and development. An SF-52 (Request for Personnel Action) will be submitted by the appropriate supervisor for each vacant target position nominated for staffing under the program.

b. *Applying for and Staffing UMP Positions.* When RHR-2 receives a request to staff a position through the UMP, applications for the vacancy will be solicited via the DIA Vacancy Announcement System. All DIA nonprofessional and wage-grade employees who meet the basic eligibility requirements contained in the announcement may apply. Consistent with these eligibility requirements, RHR-2 will forward a candidate referral list to an ad hoc panel for consideration.

c. *Selection of Trainees.* Candidates for the UMP will be screened by a special ad hoc Candidate Evaluation Panel (CEP) established in accordance with operating procedures set forth in DIAR 22-49, "Staffing," paragraph 10.e(3)(b)-(d), and to include a non-voting training representative. Consistent

with the panel procedures outlined in DIAR 22-49, final selections will be made by the management official with the UMP designated positions.

d. *Selection Notification.* A candidate selected will be notified by RHR-2. A release date for the employee will be obtained by RHR-2 in accordance with the provisions of paragraph 9, DIAR 22-28, "Reassignments," and the employee will be assigned to the transition position for training and development.

e. *Development of Trainees.* A written training and development plan will be structured for each UMP trainee and tailored to his/her needs. The individual plan will be developed by the manager in coordination with RHR-2 and OT-2. The plan will be designed to qualify the new trainee for the target position and will specify as needed: basic education; skills training; required education at the technical school, or college level; on-the-job training and other developmental assignments; and appropriate counseling. Upon satisfactory completion of the plan or separate steps in the plan, the trainee will be assigned to the appropriate target occupational series. Since each training plan will be individually tailored to the job and the trainee, different conditions will prevail in each instance. The training plan must be completed within 30 days following selection of the candidate but no later than the date the trainee enters the transitional position. A copy of the training plan will be given to the trainee. Managers may allow work schedule adjustments to permit trainees to pursue formal education and skill training at non-Government facilities. Any such approval of working hour adjustments will be in accordance with DIAR 22-4, "Hours of Duty," and must be coordinated with RHR-2.

f. *Progress and Completion of the Program.* The supervisor to whom the trainee is assigned will insure that the training plan is followed and that the trainee is made available for the required training. UMP trainees will be expected to assume the combined workload and training as designated. Progress will be monitored by the supervisor and OT-2. Supervisors will complete DIA Form 428 on a quarterly basis and forward through appropriate channels to OT-2. The UMP trainee's continuation in the program will be contingent upon his/her satisfactory training progress and performance evaluation. If for any reason the transition to the targeted position is not completed (i.e., insufficient progress, employee desires to leave the program, or extended leave), the participant will be returned to a position, grade, and salary equivalent to the one left upon entering the program. This does not preclude his/her future participation in the program.

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Upon successful completion of the program, the UMP trainee will be considered fully qualified to assume the duties of the targeted position. The supervisor will be responsible for initiating an SF-52 to effect the assignment of the trainee to that position. RHR-2 will take appropriate action as pre-

scribed by the training plan to accomplish assignment of the employee to the target position. After assignment to the target position, subsequent personnel actions will be in accordance with existing personnel programs, procedures, and regulations.

FOR THE DIRECTOR:

OFFICIAL:

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Chief of Staff

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STAT

Chief, Publication and  
Presentation Division

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FY 1985

FEDERAL EQUAL EMPLOYMENT OPPORTUNITY RECRUITMENT PROGRAM FOR THE  
DEFENSE INTELLIGENCE AGENCY

I. INTRODUCTION AND ASSESSMENT OF CAREER OPPORTUNITIES

A. The purpose of this program is to guide and redirect, as appropriate, the various recruitment efforts of DIA toward the goal of eliminating underrepresentation of minorities and women in the Agency's civilian work force.

DIA is an Excepted Service Agency and has been delegated direct hire appointment authority under Schedule A, Section 3106(d) (1). 42 percent of all civilian personnel are in the GS-0132 (Intelligence Research Specialist) occupation. This is one of the Agency's mainline occupations. DIA FEORP efforts are emphasized in this occupation since it provides significant numerical employment and career advancement opportunities for minorities and women. Entry into this category is largely through the recruitment of candidates from all sources possessing appropriate mission-related experience and/or academic degrees in area studies or other mission-related fields.

Other professional DIA occupations account for an additional 28 percent of the Agency's civilian work force. These diverse occupations include professional and administrative intelligence support positions such as, but not limited to, economists, engineers, professors, personnel management specialists, budget and program analysts, etc. DIA FEORP efforts are also emphasized in the GS-0334 (Computer Specialist) occupation which is the Agency's second mainline occupation. Currently, computer specialists comprise 5 percent of the Agency's civilian work force.

The remaining 25 percent of the Agency's civilian work force is made up of clerical, technical, and other occupations which will be collectively referred to as clerical and technical intelligence support occupations. Positions in this group are nonprofessional and generally lower graded.

Due to the critical sensitive nature of the Agency's intelligence mission, applicants for employment are subject to lengthy (4-5 months) pre-employment processing which includes a personal history investigation. Offers of employment to highly qualified individuals can be made only after the successful completion of all pre-employment processing. All civilian employees in DIA must be eligible for access to Top Secret and above Department of Defense information. All employees and their immediate families must be U.S. citizens. Applicants who may be acceptable to other Federal departments and agencies may not be found suitable for employment in DIA.

## **II. CAREER FIELDS FOR FEORP PURPOSES**

### **A. Intelligence Research Specialist, GS-132**

Currently, there are approximately 1149 positions in this category. There has been a relatively low separation rate in the GS-132 occupation averaging approximately 5 percent per year. Recently, the majority of these separations have been due to the retirement of senior level employees. Projections are based on separations, new positions created, promotions, and projected entry level pipeline requirements. Vacancies may be filled internally, from entry level college recruitment resources, or by applicants responding directly to paid advertising or DIA vacancy announcements. DOD policy requires that DIA staff all GS-13 and above positions in the GS-132 occupation in accordance with the provisions of the DOD Intelligence Career Development Program Staffing procedures as set forth in DOD Manual 1430.10-M.

### **B. Computer Specialist, GS-334**

There are approximately 136 computer specialists in DIA. This series qualifies as another mainline occupation.

### **C. Intelligence Support (Professional-Administrative)**

These occupations encompass all of the other professional and administrative occupations represented in DIA. Separations in these occupational series have averaged approximately 6 percent for the past three years. Projections do not show a significant increase in this rate. Vacancies in these categories may result from separations, promotions, projected entry level hiring, and new positions created. Entry level requirements in this category include economists, engineers, program and budget analysts, and other professional-administrative occupations.

## **III. INTERNAL RECRUITMENT**

### **A. DIA Merit Selection Program**

This is the umbrella program under which a number of individual recruitment and placement sub-programs operate. It provides that staffing in DIA will be accomplished through fair and equitable practices established under our Excepted Service, Schedule A Authority. The goal of this overall program is to obtain the best qualified and available candidate meeting the Agency's total qualification for employment and assignment. Selection will be relevant and critical to successful performance in DIA's highly sensitive positions. All DIA staffing actions are executed consistent with established EEO principles and requirements.

One of the foundation elements supporting this program is the Personnel Management Information System (PMIS). The PMIS provides a computerized inventory of skills, experience, education, training performance evaluation, and stated career development goals for all DIA civilian employees. It enables the personnel specialist to screen for qualified candidates for reassignment or promotion to non-ICDP positions. (Staffing of ICDP registered positions is discussed in II.B. below). A key feature of the DIA Merit Selection Program is that staffing of civilian positions can be accomplished by the concurrent consideration of candidates from within and outside of the Agency. This recently added feature significantly aids our efforts to recruit minorities and women for consideration for positions in all occupations and at all levels within DIA. Candidates are identified by vacancy announcements in the Federal Research Service, and through paid advertising in newspapers, trade and professional journals, and minority publications.

#### B. Intelligence Career Development Program (ICDP).

This program is a major element incorporated under the overall DIA Merit Selection Program. The DOD ICDP is designed to provide for the career development and advancement of DOD civilian general intelligence personnel. ICDP goals and objectives are pursued consistent with Office of Personnel Management and DOD policies governing Equal Employment Opportunity (EEO) and Affirmative Action concepts. In DIA, this program applies to positions and personnel in GS-132 and scientific and technical job series. It also covers other professional job series when a requirement for staffing the position includes specialized experience in intelligence work. The emphasis of ICDP is improving career development and advancement opportunities by affording the opportunity for cross-movement and promotions to positions in and among DOD components requiring intelligence professionals. All selections for promotion in the intelligence field for GS-13 and above positions are made in accordance with the provisions of this program. This program provides DIA with the opportunity to consider qualified candidates beyond the Agency in a systematic manner.

#### C. Upward Mobility Program (UMP).

The long established UMP provides Agency employees presently assigned to non-professional occupations for immediate and long-term career advancement in administrative or professional occupations. This is accomplished by assigning employees selected on a basis of merit to specifically developed transitional trainee positions. Upon completion of a carefully designed training and development program, the selectees can become eligible, depending on their progress, for accelerated assignment to technical, administrative or entry level professional career positions. This formal program has been highly successful. This program is open to all GS-9's and below, including wage-board equivalents.

#### **IV. EXTERNAL RECRUITMENT**

##### **A. The Entry Level Professional Program (ELP).**

The recruitment of entry level professional personnel is accomplished primarily under the Agency's College Recruitment Program. Entry level candidates may also be developed as a result of paid advertising in professional and minority publications. In FY 1985, 15-20 ELP's are expected to be hired as a direct result of the 1984-1985 DIA College Recruitment Program. This program will be relied on in the future to measurably influence this Agency's underrepresentation status. Consistent with the staffing requirements of the Agency and budgeting considerations, this program will continue to be focused toward the recruitment of minorities and women. Future efforts may include on-campus interviews at selected colleges and universities throughout the country. Advertising in national level minority and EEO publications will continue.

##### **B. Recruitment Advertising**

As an Agency with Schedule A Excepted Service direct hire authority, we rely heavily on paid advertising to produce candidates, particularly for higher level specialized staffing requirements. Historically, advertising in minority publications produces a large number of applications for positions within the Agency. This method appears to be one of the more effective means of attracting qualified minority candidates. The DIA FY 1985 advertising budget for minority related publications will exceed \$11,000.



**V. UNDERREPRESENTATION****OCCUPATIONAL SERIES/EMPLOYMENT CATEGORY, GS-0132**

SEX/RACE/ NATIONAL ORIGIN	A	B	A/B	(A B) X100	UI
White Female	13.66	26.57	.51	51	49
Black Male	2.08	3.64	.57	57	43
Black Female	1.3	3.13	.42	42	58
Hispanic Male	.34	2.76	.12	12	88
Hispanic Female	.087	1.30	.07	7	93
Asian Male	.95	1.08	.88	88	12
Asian Female	.087	.51	.17	17	83
Amer Ind Male	.26	.32	.81	81	19
Amer Ind Female	.087	.17	.51	51	49

**OCCUPATIONAL SERIES/EMPLOYMENT CATEGORY, GS-0334**

White Female	16.9	26.57	.64	64	36
Black Male	9.6	3.64	2.64	264	-
Black Female	2.9	3.13	.93	93	7
Hispanic Male	1.5	2.76	.54	54	46
Hispanic Female	0	1.30	0	0	100
Asian Male	.75	1.08	.69	69	31
Asian Female	0	.51	0	0	100
Amer Ind Male	0	.32	0	0	100
Amer Ind Female	0	.17	0	0	100

A = % of class group represented in category.

B = % of class group represented in the National CLF based on 1980 estimates provided by EEOC

U = Underrepresentation

- = No underrepresentation

**FEDERAL EQUAL OPPORTUNITY RECRUITMENT PLAN (FEORP)- Fiscal Year 1985**

**Programs and Resources Required**

**FEORP Goal** Increase the number of qualified minority applicants for DIA's mainline occupations.

**I. College Recruitment Program**

**Goal** - To find qualified minority applicants from the college campuses.

**Activity**

- a) Select local minority schools with pertinent curriculums and degrees.
- b) Advertise in college newspapers with high minority enrollments.
- c) More follow-up letters/phone calls to quality students.
- d) Face-to-face meetings with placement officials at minority institutions.
- e) Attend and participate in career days at Morgan State College, Bowie State College, Howard University and the University of the District of Columbia.

**Resources Required**

Advertising cost for college newspapers with high minority enrollment (FY85)	\$410.00
Cost for interviews (GS-12/13 08 hrs in school) (FY85)	\$165.00
Travel (FY85)	\$ 16.00
RHR-2 processing cost for 30 students (FY85)	\$ 96.00
<b>TOTAL (FY82 - FY85)</b>	<b>\$687.00</b>

**Target Date** 1 February 1985

**II. Advertising Program**

**Goal** - To select minority publications to reach a larger audience.

**Activity**

- a) Increase advertising funds to minority publications to compensate for decreased out-of-town college travel.

- b) Analyze Hispanic and Black publications thru DIA's advertising agency to determine the best ones for advertising.
- c) Recruitment advertisements were analyzed and revised to appeal to minority applicants.
- d) Invite qualified minority applicants in for pre-employment interviews.

Resources required (FY85)

Estimated costs for minority advertising	\$7525.00
Projected fund increase in minority advertising	\$1045.00
*Advertising costs for college newspapers with high minority enrollments	\$ 410.00
**College Placement Annual	\$2150.00
TOTAL	\$11,130.00

\*This cost is also mentioned in College Program

\*\*This publication reaches all Colleges and Universities

Target Date

Fiscal Year 85

III. Upward Mobility Program (UMP) ...

Goal - To provide Agency employees engaged in the clerical or technical fields an opportunity to advance into designated positions in the mainline occupational series.

Activity

- a) Examine positions in the GS-0132/0334 occupational series and determine those suitable for the UMP.
- b) Better preparation of employees to be competitive and successful for UMP positions.

Resources Required

To be defined at a later date

Target Date

On going

**IV. Mailing List Program**

- A. Goal - To ensure selected DIA Vacancy Announcements with Open-All-Source area of consideration reach underrepresented minority groups.**

**Activity**

- a) Using lists provided by OPM, establish minority organization mailing list.
- b) Proceed with mailing quarterly using the Xerox 860 WP.

**Projected Costs**

Mailing Lists from OPM	\$0
Develop list for X860	\$96.00
Mailing Costs	Not determined
Costs for Machine Operation	Not determined

- B. Goal - To ensure selected DIA Vacancy Announcements with Open-All-Source area of consideration reach Hispanic groups.**

**Activity**

- a) Using lists provided by OPM, re-evaluate minority organization mailing list.
- b) Proceed with mailing every month to Hispanic groups.

**Projected Costs**

Mailing Lists From OPM	\$0
Develop mailing list	\$0 (Already Established)
Mailing Costs	Not determined
Costs for machine operation	Not determined

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QUESTION 2: What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

ANSWER. The affirmative actions taken by DIA to insure that minorities are afforded equal opportunity in hiring and promotion are as follows:

- Focused advertisements in the Black Collegian, Hispanic Times, and College Placement Annuals.
- On-campus recruitment at selected predominately minority institutions and at colleges and universities with significant minority enrollments.
- A significant proportion of vacancy announcements are open to "all sources" and are widely disseminated.
- Paid advertising is routinely and frequently used to reach local and national labor market sources.

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**QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?**

**ANSWER.** The DIA has had a formal Upward Mobility Program (UMP) established since the mid-1970s. Its effectiveness is evident in the fact that since 1978 - 51 employees have completed the program and all except 3 were minorities/women. The most successful UMP graduate to date -- in terms of grade level -- is a senior Supervisory Intelligence Research Specialist, GS-132-14, who is a woman.

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**QUESTION 4:** Have you studies or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal. (U)

**ANSWER.** DIA has in place an OPM approved Federal Equal Opportunity Recruitment Program which is specifically designed to enhance employment and advancement opportunities for minorities. Key features of this program include recruitment advertising focused toward minority labor sources and educational institutions; on-campus college recruitment at predominantly minority schools and other schools with high minority enrollments and a long established Upward Mobility Program. Additionally, with the move into our new facility we have held well received programs for our personnel on Black History, Hispanic Heritage and other special emphasis EEO areas.

These programs have been successful in improving our overall representation of minorities across the Agency. In fact, the rate of growth in numbers of minorities employed by DIA has significantly exceeded our overall growth in U.S. civilian employment over the last ten years. Similarly, the representation of minorities in our total workforce has increased by about three percent over the last ten years and compares very favorably to DoD-wide levels.

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In addition to continuing to improve our overall representation of minorities, our major goal is to increase the representation of minorities in the professional operations and the higher grade levels. We have made progress numerically, but, at a time of Agency growth over the last ten years, the potential levels of representation in the higher grade levels remain to be realized. This is also reflective of the highly competitive labor market for the "cream of the crop," in the professional occupations.

We are currently evaluating proposals to enhance our EEO office to place more emphasis on affirmative action, recruitment, EEO special emphasis and recognition programs, and general awareness. We are also studying the feasibility and probable overall benefits and implications on our EEO goals of instituting high school cooperative education programs with the high schools located in the general vicinity of our facility at Bolling AFB. Additionally, as a means to possibly expand our intake of high qualified minorities, we have approved the establishment of a pilot part time work study program for college students and a cooperative office education program for high school students. (U)

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**QUESTION 5a.** Please provide a breakdown of DIA employees by grade level, sex, and minority group?

**ANSWER.** The attached table depict DIA's total on-board FCIP personnel as of 30 September for the FY83, FY84 and FY85 by grade level, sex and minority group - non-minority group.

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**CONFIDENTIAL****DIA FCI Program**  
**Minorities By Sex By Year**

	<u>FY1983</u>		<u>FY1984</u>		<u>FY1985</u>	
	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>
Blacks	0	0	2	1	4	2
Hispanics	0	0	0	0	0	0
Asians	0	1	0	1	0	1
Am Indians	0	0	0	0	0	0
Other Minorities	0	0	0	0	0	0
Total Minorities	0	1	2	2	4	3
Non Minorities	7	12	10	21	14	24
Total Program	7	13	12	23	18	27

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**CONFIDENTIAL****DIA FCI Program**  
**Minorities By Sex By Grade: FY83**

	<u>GS-1 to GS-8</u>		<u>GS-9 to GS-12</u>		<u>GS-13 to GS-15</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Blacks	-	-	-	-	-	-
Hispanics	-	-	-	-	-	-
Asians	-	-	1	-	-	-
Am Indians	-	-	-	-	-	-
Other Minorities	-	-	-	-	-	-
Total Minorities	-	-	1	-	-	-
Non Minorities	-	6	2	0	10	1
Total Program	-	6	3	0	10	1

**DIA FCI Program**  
**Minorities By Sex By Grade: FY84**

	<u>GS-1 to GS-8</u>		<u>GS-9 to GS-12</u>		<u>GS-13 to GS-15</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Blacks	-	-	-	-	-	-
Hispanics	-	2	-	-	-	-
Asians	-	-	1	-	-	-
Am Indians	-	-	-	-	-	-
Other Minorities	-	-	-	-	-	-
Total Minorities	-	2	2	-	-	-
Non Minorities	-	8	9	1	12	1
Total Program	-	10	11	1	12	1

**DIA FCI Program**  
**Minorities By Sex By Grade: FY85**

	<u>GS-1 to GS-8</u>		<u>GS-9 to GS-12</u>		<u>GS-13 to GS-15</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Blacks	-	4	-	-	2	-
Hispanics	-	-	-	-	-	-
Asians	-	-	-	-	1	-
Am Indians	-	-	-	-	-	-
Other Minorities	-	-	-	-	-	-
Total Minorities	-	4	-	-	3	-
Non Minorities	1	8	7	3	16	3
Total Program	1	12	7	3	19	3

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**QUESTION 5b.** Provide the same breakdown for employees hired in the last year.

**ANSWER.** The attached table gives a breakdown of all FCIP program employees hired during the period 1 October 1984 - 30 September 1985 by grade level, sex and minority group - non-minority group.

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**DIA FCI Program**  
**Minority Hiring By Sex By Grade: FY85**

	<u>GS-1 to GS-8</u>		<u>GS-9 to GS-12</u>		<u>GS-13 to GS-15</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Blacks	-	2	-	-	-	-
Hispanics	-	-	-	-	-	-
Asians	-	-	-	-	-	-
Am Indians	-	-	-	-	-	-
Other Minorities	-	-	-	-	-	-
Total Minorities	-	2	-	-	-	-
Non-Minorities	1	3	4	1	2	-
Total Program	1	5	4	1	2	-

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**QUESTION 6.** How have the total number and distribution of minority employees changed over the last 10 years?

**ANSWER.** The attached chart displays the change in number and distribution of minority employees in DIA over the past 10 years. Minority employees have made substantial progress in the Agency in terms of both absolute numbers and percentage of the total population.

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**DEFENSE INTELLIGENCE AGENCY**

**CHANGE IN NUMBER AND DISTRIBUTION OF MINORITY EMPLOYEES**

	<b>AGENCY U.S. CIVILIANS TOTAL</b>	<b>BLACK TOTAL</b>	<b>%</b>	<b>HISPANIC TOTAL</b>	<b>(%)</b>	<b>ASIAN AMERICAN TOTAL</b>	<b>(%)</b>	<b>NATIVE AMERICAN TOTAL</b>	<b>(%)</b>	<b>MINORITIES TOTAL</b>	<b>(%)</b>	<b>FEMALE TOTAL</b>	<b>(%)</b>
<b>FY 75</b>	2,377	302	(13)	11	(.5)	6	(.3)	1	(.04)	320	(13)	903	(38)
<b>FY 85</b>	3,035	461	(15)	29	( 1)	24	(.8)	17	(.6)	531	(18)	1,110	(37)
<b>Percent Change</b>	<b>+28%</b>	<b>+53%</b>		<b>+164%</b>		<b>+300%</b>		<b>+1,600%</b>		<b>+66%</b>		<b>+23%</b>	

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**QUESTION 7a. How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility? (U)**

**ANSWER. This Agency is involved in a wide spectrum of positive actions to promulgate managerial awareness and adherence to the rules and regulations regarding equal opportunity and upward mobility including, but not limited to, the following:**

-- Annual briefings are provided to the senior leadership and staff of this Agency to increase their awareness of EEO activities and Agency status and goals. The Director, DIA is a highly visible spokesman for equal opportunity and upward mobility throughout the year at Agency-wide EEO observances, staff meetings and other Agency functions designed to heighten awareness and practice of EEO rules and regulations.

-- The Agency has developed and implemented an IG Self Inspection Handbook that contains a section on EEO matters designed to enhance the sensitivity and knowledge of managers and staff officers throughout DIA.

-- The Agency's EEO Officer has personally insured that this organization adheres to EEOC rules and regulations concerning Affirmative Action Plans for minorities.

-- Civilian Evaluation Panels (CEPs) for high grade positions are appropriately constituted by the assignment of an EEO/Personnel Specialist (Non-voting member) that insures consideration and awareness of EEO matters and recommendations of the most qualified candidates for promotion consideration.

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QUESTION 7b. What programs do you have in place to insure awareness of such rules and regulations throughout DIA? (U)

ANSWER. Currently, the Office of Training and the EEO Staff have worked out program arrangements to present courses entitled, "EEO for Supervisors and Managers," and "Supervisory Development Seminar." For the past two years these courses have been presented three times a year. The first involves a 16-hour presentation, and the latter a 32-hour seminar with eight hours dedicated to EEO principles and court cases. Additionally, as indicated in the answer to Question #7a, management and senior executive personnel are periodically briefed and provided EEO status reports to enhance their awareness. (U)

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GID/P

# SECRET

## INTERIM REPORT ON EQUAL EMPLOYMENT OPPORTUNITY WITHIN THE GENERAL DEFENSE INTELLIGENCE PROGRAM

31 January 1986

Enclosures 1 through 4 respond to House Permanent Select Committee on Intelligence direction to report on minority and female employment.

Complete data for GDIP-funded positions in the Services are not readily available. In many cases, separate Equal Employment Opportunity (EEO) statistics are not maintained for GDIP and non-GDIP positions. For instance, Air Force maintains aggregate EEO data at base, major command, and Headquarters Air Force levels that do not distinguish between sources of funding for individual positions.

For this interim report, Army and Air Force provide a mix of GDIP and Service-wide statistics. Navy provides partial GDIP statistics for Naval Intelligence Command and Intelligence Center Pacific. Additional data for Service GDIP positions, where available, will be compiled and provided by 30 April 1986.

#### 4 Enclosures

1. Army Response w/Tabs A-C (U)
2. Navy Response (U) w/Tabs A-D (S)
3. Air Force Response w/Tabs A-B (U)
4. Defense Intelligence Agency Response (U) w/Tabs A-C (S)

CLASSIFIED BY: DIRECTOR, GDIP STAFF  
DECLASIFY ON: OADR

UPON WITHDRAWAL OF ENCLOSURE 2,  
TABS A-D, AND ENCLOSURE 4,  
TABS A-C, THIS DOCUMENT BECOMES  
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# SECRET

ENCLOSURE 1, ARMY RESPONSE

QUESTION 1: Would you describe your recruitment, hiring, and promotion policies regarding minorities?

ANSWER: The Department of the Army (DA) has an active affirmative employment program targeted at minorities, women, and handicapped individuals. Total Army work force minority statistics compare favorably with national civilian labor force data. Minorities comprise 23.7% of the Army civilian work force, compared with a minority representation of 18.4% in the national white collar labor force and 21.4% in the blue collar labor force. Army activities actively recruit at colleges and universities with sizable minority enrollment. Additionally, many positions are filled internally to provide advancement opportunities for individuals already employed with Army. Army-wide, major command, and installation level affirmative action plans analyze barriers to employment and advancement of minorities and outline steps to be taken to overcome those barriers. The Department of the Army personnel management evaluation system provides for a review of equal employment opportunity programs when regularly scheduled on-site personnel management surveys are conducted. A review of the results of these surveys as well as Equal Employment Opportunity Commission surveys and a review of issues which come to light in complaints of discrimination, particularly class action complaints, provides material for possible improvements to the DA personnel management system as it impacts on affirmative action.

Army's major career fields are included in approximately 20 centrally managed career programs. Functional program leaders are regularly provided with briefings on the affirmative employment status of their programs, together with recommendations as to how managers and supervisors can become positively involved in working toward achievement of affirmative action goals.

A major area of emphasis in Army's affirmative action guidance to the field is on increasing representation of minorities and women in GS/GM 13 through 15 positions. In addition to outreach efforts to minority group organizations and participation in job fairs and recruitment displays at conferences, special efforts are being made to increase representation of Army minority employees in long term training programs.

QUESTION 2: What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion.

ANSWER: Affirmative actions taken by DA to insure that minorities are afforded equal opportunity in hiring and promotion include:

-- Aggressive use of the Schedule B appointing authority developed by the Office of Personnel Management to meet the requirements of a consent decree (Luevano v. Horner) targeted at improved representation of Blacks and Hispanics at the GS-5 and GS-7 levels. From 1983 through 31 December 1985, Army had appointed 593 (30%) Blacks, 113 (6%) Hispanics, and 26 (1%) Asian American/Pacific Islanders of a total of 1,965 appointments under this authority to entry level professional, administrative and technical positions.

-- Army's close monitoring and regular briefing of career program

management officials in addition to an evaluation of EEO as a major element in supervisory performance appraisals has increased management's sensitivity to management's role in employment and advancement of minorities.

-- Since 1979, the U.S. Army Training and Doctrine Command has operated a Summer Faculty Referral Program with Historically Black Colleges and Universities (HBCUs). The program provides a central point for referral of faculty members of HBCUs to summer employment opportunities throughout Army. The program provides exciting and financially rewarding experiences for faculty members and provides a store of valuable expertise and experience to assist Army in meeting its mission.

QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

ANSWER: Army requires that installations implement locally developed Upward Mobility Programs to meet affirmative action needs, skills shortages and to meet mission requirements. Army has centrally developed a method of entry at the GS-4 level into Career Program positions into which normal entry is at the GS-5 level. This program, the Army Mobility and Opportunity Development (AMOD) Program, lowers qualification requirements and provides for accelerated training. The program was designed as a tool to meet affirmative action needs as well as to expand Army's talent pool.

QUESTION 4: Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

ANSWER: The Army Mobility and Opportunity Development (AMOD) program described in Question 3 was developed by Army and has been helpful in providing greater advancement opportunities for minorities.

Since 1984, Army has been implementing a pilot program, the Science and Engineering ROTC COOP Recruitment Program, with special outreach efforts through the Hispanic Employment Program Manager and to Historically Black Colleges. The program combines the features of a cooperative education work-study program with the benefits of the Reserve Officers Training Corps (ROTC). This program should provide expanded opportunities for minority youth in both military and civilian Army positions. A study is planned for the near future to determine the effectiveness of the program in meeting mission requirements and as an affirmative action tool.

QUESTION 5A: Please provide a breakdown of Army GDIP employees by grade level, sex, and minority group.

ANSWER: TAB A depicts Army on board GDIP personnel as of 30 September 1985.

QUESTION 5B: Provide the same breakdown for employees hired in the last year.

ANSWER: Tab B depicts Army GDIP employees hired in the last year.

QUESTION 6: How have the total number and distribution of minority employees changed over the last 10 years?

ANSWER: Tab C displays the change in number and distribution of minority employees in the Army over the last 10 years. Information concerning Army GDIP employees will be provided when available.

QUESTION 7A: How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility?

ANSWER: Army has a number of programs and techniques which provide for assessment of management's participation in equal opportunity programs. These include:

- Regularly scheduled on-site Deputy Chief of Staff for Personnel (DCSPER) Personnel Management surveys include an assessment of the quality of each installation's EEO program.

- An Equal Employment Opportunity Program Evaluation Manual has been provided for each commander's use to supplement the DCSPER survey as deemed appropriate.

- The EEO performance of managers and supervisors is a critical element in performance appraisal.

- Top level management officials in Army's major career programs are provided a periodic personnel assessment of their programs including a review of the strengths and weaknesses of their affirmative action efforts and recommendations for improvement.

QUESTION 7B: What programs do you have in place to insure awareness of such rules and regulations throughout Army?

ANSWER: Supervisory training courses developed and conducted by Army include a module on EEO. Army is in the process of reviewing training for military managers and supervisors to insure that military managers of civilian employees receive appropriate EEO training.

## ENCLOSURE 1, TAB A

ARMY

GDIP ONLY

END OF FY 1985

	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON- MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
GS												
03	1	6				1			3	19	4	26
04	5	13						1	1	38	6	52
05	8	31			1	5			22	147	31	183
07	4	5	1		2	2			32	76	39	83
08	1	1							4	9	5	10
09	5	4	2	2	4	2			59	50	70	58
10	1								2		3	0
11	11	9	1		8	2	1		109	50	130	61
12	12	11	7	3	27	1	1		268	64	315	79
13	6	4	4		5		1		215	10	231	14
14	1				1				40		42	0
15			2		1				8		11	0
SES									2		2	
TOTAL	55	84	17	5	49	13	3	1	765	463	889	566

## ENCLOSURE 1, TAB B

## ARMY

## GDIP ONLY

## FY 1985 ACCESSIONS

	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON-MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
GS												
03	1	4								10	1	14
04	1	7							3	15	4	22
05	1					3			3	13	4	16
07					1				7	6	8	6
08												
09			2	2	2	1			12	1	16	4
10												
11	1								13	10	14	10
12				2			1		23	4	26	4
13			1						4		5	
14												
15												
SES									1		1	
TOTAL	4	11	3	2	5	4	1	0	66	59	79	76



ENCLOSURE 1, TAB C  
PERCENTAGE OF MINORITIES  
IN  
ARMY TOTAL CIVILIAN WORK FORCE

1973	16.8
1974	16.9
1975	17.2
1976	17.5
1977	17.8
1978	18.5
1979	18.8
1981	19.8
1982	20.3
1983	20.9
1984	22.6
1985	23.7

ENCLOSURE 2, NAVY RESPONSE

QUESTION 1: Would you describe your recruitment, hiring, and promotion policies regarding minorities?

ANSWER: The vacancy announcement system allows employees the opportunity to request consideration for reassignment if they feel their existing talents are not being fully considered and utilized. A significant proportion of vacancy announcements are open to "all sources" and are widely disseminated. In some instances, certain paper qualifications are waived to capitalize on the skills of employees who, because of their current assignment, would otherwise not have the opportunity to maximize their potential. Periodic reviews of internal selection and promotion qualification requirements and procedures are conducted to insure they are valid, job-related and include no unnecessary barriers to full utilization of skills and training. These reviews will continue to be used to insure that all members of the workforce receive fair and equitable treatment.

QUESTION 2: What affirmative action have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

ANSWER: The Naval Intelligence Command has an active affirmative employment program which ensures that minorities and women are afforded equal opportunity in promotions and hiring. The Command Deputy Equal Employment Opportunity Officer monitors all promotions for affirmative employment opportunity (EEO) compliance. The hiring of minorities and women is a command EEO priority issue. Through its external recruitment program, the command, in the last three years, has hired 105 minority employees and women in targeted occupations -- i.e., intelligence and computer specialists, scientists, and engineers. During this period, the command's overall representation has increased from 30 percent to 35 percent for women and from 7 percent to 15 percent for minorities.

In the Pacific Command, Affirmative Action Program and Federal Equal Opportunity Recruitment Program Plans are updated annually to establish goals based on underrepresentation, identify existing barriers, and develop strategies to overcome barriers.

Each activity with 500 and more civilian employees develops and promulgates formal plans. Smaller activities participate in a larger nearby activity plan. All managers and supervisors are furnished copies and must consider underrepresentation when personnel decisions are made. Additionally, billet and position descriptions of managers and supervisors (military and civilian) reflect EEO responsibilities which are factors in their annual performance reviews.

CINCLANT/CINCLANTFLT has an ongoing EEO and Affirmative Action Program (AAP) that requires each selection panel include an EEO representative. The function of this representative is to brief the panel of the EEO/AAP and provide guidance that must be considered in conjunction with command mission satisfaction. Additionally, for each recruitment, the command EEO assistant provides an EEO/AAP target for that specific position. The EEO representative briefs this information to the panel and makes a report on the ultimate

selection to the EEO office. All high grade performance appraisals are reviewed by the EEO office prior to submission to CCPO.

QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

ANSWER. The Naval Intelligence Command has an upward mobility plan, the purpose of which is to give employees at the grade 9 level and below an opportunity to move out of dead end positions. These positions have historically been filled by minorities and women. Under the upward mobility plan, such employees can cross over to career fields with greater promotion potential. Commanding officers of component commands have been directed to emphasize the filling of vacancies through this plan. From February 1983 to April 1985, three intelligence research specialists (GS-132) and ten computer specialists (GS-334) positions have been established and filled with minorities and women. These positions were filled at the GS-5 level and individual training agreements were developed for each employee which will allow career progress to the grade level 12.

In the Pacific Command, IPAC implemented the Intelligence Career Intern Training Program in 1978. Under this program, ten minority or female intelligence research specialist hired at the GS-5/7 level are now GS-9's (2), GS-11's (4), GS-12's (3) and a GS-13 (1). In addition, seven minority or female employees have been provided the opportunity for upward mobility through series and grade changes.

Upward Mobility Programs (UMPs) are required for all Pacific Fleet activities with 100 or more civilian employees. Ten percent of average annual vacancies must be filled through UMP. Underrepresentation of women in nontraditional jobs has been identified as needing attention in most activities. In one activity, all journeymen positions have been identified on the command manning document, positions have been restructured and, as they become vacant, filled by UMP when possible. During FY 1984, 19 male and female minorities and 21 white females were selected for UMP positions. Specific examples include two clerical females selected for the apprenticeship program and an Asian American/Pacific Islander female was selected for a target level GS-11 management analyst position.

At CINCLANT/CINCLANTFLT the Upward Mobility Program is used whenever possible. One example is an individual that began her career as a GS-3 Clerk Typist and is now a GS-12 Computer Programmer as result of the Upward Mobility Program.

QUESTION 4: Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

ANSWER. Naval Intelligence Command established an Equal Opportunity Recruitment Program in 1981, specifically for the purpose of targeting recruitment of minorities and females into under represented occupational fields and to senior grade (GS-13 through 15) occupations. This recruiting program is ongoing and shows positive results.

QUESTION 5A: Please provide a breakdown of Navy GDIP employees by grade level, sex, and minority group?

ANSWER. Tabs A and B depict Naval Intelligence Command and Intelligence Center Pacific's total on board GDIP personnel as of 30 September 1985 by grade level, sex and minority group - non-minority group. Information concerning the remainder of Navy GDIP activities will be provided when available.

QUESTION 5B: Provide the same breakdown for employees hired in the last year.

ANSWER. This information will be provided when available.

QUESTION 6: How have the total number and distribution of minority employees changed over the last 10 years?

ANSWER. Tabs C and D display the change in number and distribution of minority employees in Naval Intelligence Command GDIP over the past 5 years and Intelligence Center Pacific over the past 10 years. Naval Intelligence Command files are incomplete beyond 5 years. Information concerning the remainder of Navy GDIP activities will be provided when available.

QUESTION 7A: How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility?

ANSWER: The Naval Intelligence Command Deputy Equal Employment Opportunity Officer monitors all promotions for affirmative employment opportunity (EEO) compliance. The hiring of minorities and women is a command EEO priority issue.

In the Pacific Command, Affirmative Action Program and Federal Equal Opportunity Recruitment Program Plans are updated annually to establish goals based on underrepresentation, identify existing barriers, and develop strategies to overcome barriers.

Each activity with 500 and more civilian employees develops and promulgates formal plans. Smaller activities participate in a larger nearby activity plan. All managers and supervisors are furnished copies and must consider underrepresentation when personnel decisions are made. Additionally, billet and position descriptions of managers and supervisors (military and civilian) reflect EEO responsibilities which are factors in their annual performance reviews.

CINCLANT/CINCLANTFLT has an ongoing EEO and Affirmative Action Program (AAP) that requires each selection panel include an EEO representative. The function of this representative is to brief the panel of the EEO/AAP and provide guidance that must be considered in conjunction with command mission satisfaction. Additionally, for each recruitment, the command EEO assistant provides an EEO/AAP target for that specific position. The EEO representative briefs this information to the panel and makes a report on the ultimate selection to the EEO office. All high grade performance appraisals are reviewed by the EEO office prior to submission to CCPO.

QUESTION 7B: What programs do you have in place to insure awareness of such rules and regulations throughout Navy GDIP?

ANSWER: The Naval Intelligence Command has an active affirmative employment program which ensures that minorities and women are afforded equal opportunity in promotions and hiring. The Command Deputy Equal Employment Opportunity Officer monitors all promotions for affirmative employment opportunity (EEO) compliance. The hiring of minorities and women is a command EEO priority issue.

In the Pacific Command, Affirmative Action Program and Federal Equal Opportunity Recruitment Program Plans are updated annually to establish goals based on underrepresentation, identify existing barriers, and develop strategies to overcome barriers. All managers and supervisors are furnished copies and must consider underrepresentation when personnel decisions are made. Additionally, billet and position descriptions of managers and supervisors (military and civilian) reflect EEO responsibilities which are factors in their annual performance reviews.

CINCLANT/CINCLANTFLT has an ongoing EEO and Affirmative Action Program (AAP) that requires each selection panel include an EEO representative. The function of this representative is to brief the panel of the EEO/AAP and provide guidance that must be considered in conjunction with command mission satisfaction.

## SECRET

ENCLOSURE 2, TAB A  
 NAVAL INTELLIGENCE COMMAND  
 GDIP ONLY  
 END OF FY 1985

	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON- MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
GS												
1-4	5	15	0	0	0	0	0	0	6	41	11	56
5-8	9	39	0	1	0	0	0	3	92	178	101	221
9-12	23	37	4	1	5	2	2	0	334	131	368	171
13-15	5	0	0	0	3	0	0	0	196	12	204	12
SES	0	0	0	0	0	0	0	0	3	0	3	0
TOTAL	42	91	4	2	8	2	2	3	631	362	687	460

SECRET

## SECRET

ENCLOSURE 2, TAB B  
 INTELLIGENCE CENTER PACIFIC  
 GDIP ONLY  
 END OF FY 1985

GS	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON- MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
3	0	0	0	0	0	0	0	0	0	2	0	2
4	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	1	0	0	2	2	2	3
6	0	0	0	0	1	5	0	0	0	3	1	8
7	0	0	0	0	0	3	0	0	0	2	0	5
8	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	1	0	1	0	0	0	4	0	6	0
10	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	8	0	0	0	5	5	13	5
12	0	0	0	0	8	5	1	0	8	2	17	7
13	0	0	0	0	3	0	0	0	6	0	9	0
14	0	0	0	0	0	0	0	0	1	0	1	0
15	0	0	0	0	0	0	0	0	1	0	1	0
SES	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	1	0	21	14	1	0	27	16	50	30

SECRET

## CONFIDENTIAL

ENCLOSURE 2, TAB C

NAVAL INTELLIGENCE COMMAND

## CHANGE IN NUMBER AND DISTRIBUTION OF MINORITY EMPLOYEES

	GDIP U.S.		ASIAN	NATIVE			
	CIVILIANS	BLACK	HISPANIC	AMERICAN	AMERICAN	MINORITIES	FEMALE
	TOTAL	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)
END FY80	842	61(7.2)	3(.3)	5(.6)	0(0)	69(8)	369(44)
END FY85	1147	133(11.7)	6(.5)	10(.9)	5(.4)	156(13.5)	460(40)
% Change	+26.6	+4.5	+0.2	+0.3	+0.4	+5.5	-4.0

CONFIDENTIAL



## CONFIDENTIAL

ENCLOSURE 2, TAB D

INTELLIGENCE CENTER PACIFIC

## CHANGE IN NUMBER AND DISTRIBUTION OF MINORITY EMPLOYEES

GDIP U.S.			ASIAN	NATIVE			
CIVILIANS	BLACK	HISPANIC	AMERICAN	AMERICAN	MINORITIES	FEMALE	
TOTAL	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	
END FY75	58	(0)	(1.72)	(56.90)	(0)	(58.62)	(34.48)
END FY85	80	(0)	(1.25)	(43.75)	(1.25)	(46.25)	(37.50)
% Change		0	-0.47	-13.15	+1.25	-12.37	+3.02

CONFIDENTIAL

ENCLOSURE 3, AIR FORCE RESPONSE

QUESTION 1: Would you describe your recruitment, hiring, and promotion policies regarding minorities?

ANSWER: It is Air Force policy to ensure full equality of opportunity regardless of race, religion, color, sex, national origin, age or handicapping condition for all individuals interested in employment or currently employed by the Air Force. The objectives of the Affirmative Employment Program are: to provide a work environment where all personnel, regardless of their sex, race, ethnic group, age, color, national origin, or handicapping condition, can participate and advance to their highest potential; and to implement Affirmative Employment initiatives to eliminate underrepresentation. The Air Force operates the Affirmative Employment Program under the philosophy that Affirmative Employment is an integral part of the personnel administration and management process. The technical responsibilities for meeting EEO requirements are a function of the Civilian Personnel Officer (CPO). The management aspects (selection for employment, promotion, training, and other employment processes) are the responsibility of individual managers and supervisors.

A successful EEO and Affirmative Employment Program contains the following elements:

- Adequate staff and dollar resources;
- Complete integration of Affirmative Employment Program requirements into all aspects of personnel management and administration;
- Recruitment activities designed to attract job candidates from all segments of the population;
- Methods for the identification and fullest utilization of employee skills and abilities;
- Provisions for providing opportunities for employees with high potential, but without skills and training, to perform at their highest potential in support of mission requirements;
- Affirmative Employment Program plans with numerical goals and timetables to eliminate the underrepresentation of minorities and women;
- An informed and trained managerial and supervisory team with the incentive to support EEO objectives;
- Managerial support and participation in community efforts;
- Systematic evaluation of EEO program objectives and numerical goals;
- A system for informal and timely resolution of complaints of discrimination; and
- Specially designed programs for the educationally and culturally disadvantaged.

Air Force GDIP authorizations are spread out through 15 commands serviced by 21 civilian personnel offices (CCPOs). Each Air Force organization which has a CCPO assigned is required to develop an Affirmative Action Program Plan (AAPP) in accordance with AF guidelines which covers all serviced employees including employees of tenant organizations. Development and implementation of the AAPP is a cooperative effort of designated EEO and AAP officials and management personnel. At installations where discrete organizations (squadrons, divisions, branches, etc.) have a work force large enough to develop meaningful underrepresentation determinations and affirmative action goals, organizational AAPPs will be developed. Organizational AAPPs will also serve as input to the overall installation AAPP. The activity commander is responsible for the achievement of installation goals and will sign the installation AAPP. Installation level goals are consolidated by MAJCOMS, and progress in meeting goals is monitored by each MAJCOM and HQ USAF on a quarterly basis.

As a result, there are no centralized recruitment hiring and promotion policies regarding minorities for GDIP positions. The Foreign Technology Division under Air Force Systems Command has over 40% of the AF GDIP positions. They conduct an extensive recruitment program for engineers and other Scientific and Technical fields to include on-campus college recruitment at predominantly minority schools and other schools with high minority enrollments. They have advertised in the Hispanic Times and the U.S. Black Engineer. They plan to increase their advertising campaign by advertising in the Minority Engineer during FY 86. The Air Force Intelligence Service plans to advertise in the Minority Employment and Business Quarterly.

QUESTION 2: What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

ANSWER: In February 1979, the Air Force embarked on an aggressive, standardized, and results-oriented approach to managing EEO and Affirmative Action Programs. At the same time, external factors were evolving that supported and complemented the Air Force efforts, including adoption of the Uniform Guidelines for Employee Selection Procedures (UGESP); implementation of the Federal Equal Opportunity Recruitment Program (FEORP); and the implementation of the President's Reorganization Plan Number 1 which gave EEOC oversight responsibility to insure compliance of Federal agencies in affirmative action planning. On 1 Oct 81, the Air Force implemented a five year Affirmative Action Plan. Under this plan the Air Force has continued to make significant gains in all categories. The number of women employees has increased by 2,277, including an increase of 181 at the GS/GM 13-15 grade levels. Minority employment increased by 3,188, including 117 at the GS/GM 13-15 grade levels.

QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

ANSWER: From 1979 to 1983, a task group of specialists from the major commands and the Air Staff worked on the development of a revised Upward Mobility regulation. Though the regulation was not published until Nov 83, Upward Mobility has been an on-going Air Force program for many years. Project Mainstream, for instance, was developed to provide opportunities to

employees with high potential but who do not meet qualification requirements for positions at the GS-4 or WG-4 levels or higher. The revised regulation was published as Volume II of AFR 40-110, the career program regulation for civilian employees. In addition to Project Mainstream, it required that other Upward Mobility programs be established for employees who do not meet qualification requirements for GS-4 or WG-4 positions but are in dead-end positions. Upward Mobility goals are to be established by each installation, based on its mission and projected vacancies, and are included in the Affirmative Employment Plan.

During their visits to the field, Air Force evaluation teams always include the Upward Mobility Program in the areas to be reviewed and evaluated.

QUESTION 4: Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

ANSWER: Air Force has nearly completed the integration of staffing and EEO functions at all levels. This merger brings EEO into the mainstream of personnel management and integrates affirmative action goals and concepts into day-to-day staffing work.

In conjunction with the merger of staffing and EEO, Air Force has developed an Affirmative Employment Program Plan which combines the staffing, affirmative action, sexual harassment prevention, and FEORP plans at base level. This simplifies reporting requirements and emphasizes that affirmative action is an integral part of the total staffing process.

A "Handbook for Special Emphasis Program Managers," has been designed to provide a working guide for the implementation and operation of these programs. These managers are responsible for providing advice and guidance to management officials on the enhancement of employment and advancement opportunities for minorities and women.

A Central Skills Bank has been established to provide Air Force-wide consideration for Air Force employees (and in some cases, non-Air Force applicants) who may be interested in positions outside their own installation. This has provided managers and supervisors with a larger pool of candidates for their vacancies and more available minority and women candidates for positions where underrepresentation exists.

All Air Force commands and bases use a variety of student employment programs to further affirmative employment goals. Among these are cooperative education, Junior Fellowship, summer hire, and stay-in-school programs. The largest command, AFLC, has a "grow your own" engineer program which involves financial aid toward completion of undergraduate degrees in exchange for a post-graduation employment commitment. Many minority and female students have benefitted from this program.

To encourage and reward those Air Force civilian and military members who support the goals of the affirmative employment program, the Secretary of the Air Force annually awards Air Force Distinguished Equal Opportunity Awards in eleven categories.

Several MAJCOMs have made extensive use of Schedule B appointments for entry level administrative and managerial positions. Of more than 400 hired by one MAJCOM, 30% were minorities and 44% were women.

#### SPECIAL EMPHASIS PROGRAMS (SEPs)

The Hispanic Employment and Federal Women's Programs were established by Executive Order in 1972 and 1967 respectively. Each Air Force installation has, accordingly, established Hispanic Employment and Federal Women's Programs. In addition, the Air Force has authorized and encouraged the establishment of Black, American Indian/Alaskan Native, and Asian American/Pacific Islander Employment Programs where commanders have specific needs. Each of these programs is administered by program managers. The primary duties and responsibilities of Special Emphasis Program Managers (SEPMs) are to: assist in the recruitment, employment, and advancement of minorities and women in the Federal work force; and assist managers and supervisors with their Affirmative Employment Program responsibilities.

#### HISPANIC EMPLOYMENT PROGRAM

In the last three years Air Force has placed emphasis on the need to enhance the Air Force Hispanic Employment Program throughout the Air Force. Several program actions were undertaken to accomplish this objective.

-- An aggressive information campaign was undertaken. The Air Force TIG Brief, Airman Magazine, DOD publications, and the Air Force Advisory Letters included articles on the Air Force HEP. An Air Force Hispanic Employment Program Palace Flick outlining program objectives was also filmed and distributed.

-- Major command HEP managers were provided information concerning their role in the Affirmative Employment Plan through correspondence and action memoranda. All personnel offices were kept informed of program status, program information, and local status of initiatives and actions.

-- An ad hoc committee of HEP managers met at the Air Force Professional Personnel Management School at Gunter AFB, AL, and drafted recommendations for additional initiatives to enhance the Air Force program. One initiative resulted in the development of the Air Force HEP course.

-- Hispanic women's need for employment opportunities and program information was emphasized.

As of 30 September 84, the total Air Force Hispanic civilian work force increased to 19,350, which is 9.8 percent of the total civilian work force. At the same time the representation of Hispanic women increased to 5,499 (2.8%). Over 48% of the total Hispanic work force are employed in administrative, technical, managerial, and professional positions.

The gains that we experienced in the Hispanic work force, as well as in other minority groups in the Department of the Air Force, are bottom-line results of our aggressive Special Emphasis Programs and affirmative employment practices of our management officials and supervisors.

#### BLACK EMPLOYMENT PROGRAM

The Black Employment Program (BEP) was established in the Air Force in 1977. Current Air Force policy encourages installation commanders to establish the program and appoint a manager as the need is determined. In 1983 a department level BEP manager was appointed. The appointment provided the program with the same visibility as the Federal Women's Program and the Hispanic Employment Program and also sent a very positive message to management and to Black employees. It also led to additional appointments of BEP managers at all levels and resulted in a stronger, more viable program.

Over the past five years, Black employment in the Air Force has increased from 8.7 to 9.8 percent. In the past three years alone, we have added almost 1,000 Black employees to our rolls. However, there is still much work to be done to overcome the underrepresentation of Blacks and we believe the initiatives we have established under the BEP, coupled with creative and innovative employment programs, will contribute to continued success.

#### FEDERAL WOMEN'S PROGRAM

Over the past ten years, there has been a measurable increase in the representation of women in the Air Force civilian work force. An effective Federal Women's Program, under the Affirmative Employment Program, has provided the leadership and guidance which resulted in a 5.7 percentage point increase (from 29.9 to 35.6 percent of the total work force). In addition to growing in numbers, civilian women have been successful in overcoming barriers which previously excluded them from nontraditional occupations and higher-level positions.

Currently, women hold 25.5 percent of all GS-9-12 positions. This is an increase of 18.5 percentage points since 1974. In that same period, women have increased from 0 to 4.3 percent in the Senior Executive Service; from 2.5 percent to 6.2 percent in the GM-GS 13-15 grades; and from 7.2 percent to 9.1 percent in the nontraditional wage grade (blue collar) occupations.

Today women are in all occupational categories and in the highest level civilian management positions. They hold such positions as Principal Deputy Assistant Secretary; Command Director of Civilian Personnel; Chief Scientist; Air Force Director of Equal Employment Opportunity; Director of Space Physics Division; Chairperson, Contract Review Committee; and Assistant General Counsel for Military Affairs.

Seven new Air Force initiatives were issued to support the FWP. They addressed several areas of concern: management support and involvement; recruitment; a more inclusive program addressing the concerns of all women; career counseling; the elimination of sexist language, behavior, and practices; a closer relationship with military women; and sexual harassment issues. These broad initiatives, which incorporated recommendations from the major commands, were issued as a guide. They included suggested strategies to address each area of concern. The major commands and FWP managers were encouraged to develop additional initiatives and strategies tailored to their local needs and programs.

QUESTION 5A: Please provide a breakdown of Air Force GDIP employees by grade level, sex, and minority group.

ANSWER: Tab A depicts Air Force total on board GDIP personnel as of 30 September 1985.

QUESTION 5B: Provide the same breakdown for employees hired in the last year.

ANSWER: Information will be forwarded when available.

QUESTION 6: How have the total number and distribution of minority employees changed over the last 10 years?

ANSWER: Tab B displays the change in number and distribution of minority employees in the Air Force as a whole over the past 11 years; data was not available for the end of FY 1975. Information concerning Air Force GDIP employees will be provided when available.

QUESTION 7A: How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility?

Policies to ensure compliance with the principles of equal employment opportunity are promulgated at all levels within Air Force. These policies and operational procedures and programs are periodically reviewed during on-site evaluations by Air Force, Equal Employment Opportunity Commission, and Office of Personnel Management evaluation teams. Individual Air Force supervisors and managers, as a matter of policy, are evaluated on their EEO practices as a part of their overall performance ratings and those who have made outstanding contributions to the Air Force EEO program are recognized through various awards programs. Additionally, the use of a computerized personnel data base permits statistical analysis of organizational trends in eliminating underrepresentation of women and minorities. Finally, a discrimination complaint system permits any employee or applicant to raise allegations of discrimination and have their concerns addressed. Complaints are carefully reviewed and resolved at the lowest possible level. Corrective action is taken when indicated.

In summary, the traditional management structure is used to ensure that EEO principles and other matters of national policy are practiced in the Air Force work environment. The policies are clearly stated, related programs are carefully evaluated, and managers and supervisors are held accountable for program status.

QUESTION 7B: What programs do you have in place to insure awareness of such rules and regulations throughout Air Force?

ANSWER: AF Regulation 40-713 establishes the Air Force Equal Opportunity (EEO) and Affirmative Action Program (AAP) to implement federal law in promoting equality of opportunity for civilian employees regardless of race, color, religion, sex, age, or national origin. It requires commanders to take affirmative actions to eliminate underrepresentation through implementation of an AAP Plan.

Responsibility for implementation of Air Force policy is shared by management

personnel at all levels and designated EEO and AAP officials. The AAP is designated to eradicate any discrimination by act or inference and to ensure that:

-- All personnel actions and employment practices are based solely on merit and fitness.

-- All facilities, activities, and services operated by, sponsored by, or participated in by the Air Force are not segregated and that their use will not be determined by race, color, age, or national origin. They will be made available on an equal basis to all religions and to both women and men regardless of age.

-- The Air Force continues to seek out and correct or eliminate any personnel management policy, procedure, or practice that may result in any advantage in employment or deny equality of opportunity to any group or individual on the basis of race, color, religion, sex, age, or national origin.

-- Reasonable accommodation will be made to religious needs of employees, including those who observe the sabbath on a day other than Sunday when such changes can be made (by granting leave, changing tours of duty, etc.) without undue adverse impact on the Air Force mission.

-- The skills of Air Force employees will be used to the fullest possible extent. Underutilized employees will be identified, and to the extent possible, be provided with working opportunities in concert with mission requirements and commensurate with their knowledges, skills, and abilities.

Under AFR 40-300, Filling Positions, the Air Force will make sure that civilian positions are filled on principle of merit and qualification without discrimination because of race, religion, sex, color, age, national origin, handicapping condition, marital status, political affiliation, or any other nonmerit factors.

The EEO and AAP function is organizationally located in the civilian personnel function at all levels in the Air Force. This placement facilitates integration of EEO and AAP policies into all facets of the personnel program. Although the mechanisms for achieving EEO objectives are primarily within the civilian personnel function, the actual accomplishment of affirmative action goals rests with AF management. The Activity Commander has overall responsibility for EEO and affirmative action. The Activity Commander will designate members to the EEO and AAP committee by letter. Committees include supervisors, key management officials and, as appropriate, work force representatives determined according to existing statutory requirements. The primary function of these committees are:

-- Review discrimination complaint activity to analyze, identify, and recommend actions required to enhance employment policies and practices.

-- Review trends in personnel actions including computation of adverse impact under the UGESP to determine if personnel administration and management practices allow qualified candidates an opportunity for appointment and career mobility.



-- Monitor minority and women recruitment efforts to ensure identification of all possible recruitment sources.

-- Recommend corrective actions to be taken by appropriate officials when adverse trends and artificial barriers are identified.

-- Review organizational inputs to AAPPs for adequacy and assess progress toward achieving AAPP goals, at least quarterly, including review of statistical data on work force composition.

-- Review status of the SEP and assist in planning and executing SEP activities.

-- Recommend appropriate activities to support and enhance SEPM observances such as Hispanic Heritage Week, Black History Week, Federal Women's Week, and similar SEP activities.

Managers and supervisors at all organizational levels will accomplish the following:

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

-- Maintain awareness of the intent and requirements of AAPPs.

-- Analyze work force composition and develop and implement organizational AAPPs which include establishment of goals and timetable to remedy underrepresentation of women and minorities. Publicize plans to ensure that employees are aware of and have access to AAPPs.

-- Ensure personnel actions including those accomplished by subordinate supervisors consider affirmative action in employment decisions such as promotions, reassignments, training, awards, and other personnel management actions.

-- Support and attend minority group and women's activities such as community relations activities, meetings, workshops, conferences, and job fairs.

-- Participate in self-evaluation of affirmative actions accomplishments including reviews in compliance with AFR 40-5, Evaluation of Personnel Management and Administration.

## ENCLOSURE 3, TAB A

AIR FORCE

GDIP ONLY

AS OF 30 SEPTEMBER 1985

GS	BLACK		HISPANIC		ASIAN		INDIAN		WHITE	TOTAL*
	M	F	M	F	M	F	M	F	F	M & F
02	1	5	0	0	0	1	0	0	24	32
03	1	3	0	0	0	0	0	0	18	24
04	0	12	0	1	0	1	0	0	48	69
05	0	17	0	0	0	2	0	1	118	159
06	0	8	0	1	0	0	0	0	72	92
07	7	7	1	2	1	0	0	0	56	104
08	0	2	0	0	0	0	0	0	6	19
09	1	7	0	0	2	2	0	0	28	86
10	1	1	0	0	0	0	0	0	2	10
11	9	12	1	1	4	1	0	0	50	197
12	3	4	2	1	7	0	0	0	40	315
13	3	1	2	1	2	0	1	0	6	230
14	3	0	1	0	0	0	0	0	1	111
15	0	0	0	0	0	0	0	0	0	25
SES	0	0	0	0	0	0	0	0	0	8
TOTAL	29	79	7	7	16	7	1	1	469	1481

\* Totals include non-minorities as well as the minorities shown.

ENCLOSURE 3, TAB B  
TOTAL AIR FORCE EMPLOYMENT

	9/30/74		9/30/85		
	NUMBER	PERCENT	NUMBER	PERCENT	
BLACK	19,307	8.19	20,189	11.2%	
HISPANIC	18,867	8.01	19,678	9.7%	
AMERICAN IND	1,108	.47	4,422	2.1%	
AA	1,626	.69	1,842	1.0%	
TOTAL MIN	40,908	17.36	46,131	22.6%	
TOTAL WOMEN	70,824	30.05	74,180	36.3%	
	12/79	12/81	12/83	9/84	6/85
BLACK	8.7	9.4	9.7	9.8	9.8
HISPANIC	9.0	9.4	9.4	9.8	9.7
IND/AK/NATV	.5	.8	.8	.8	.9
AA/PAC/IS	.8	1.3	2.1	2.1	2.1
TOTAL MIN	19.1	20.8	22.0	22.5	22.6
TOTAL WOMEN	32.3	34.5	35.0	35.6	36.0

PROGRESS TOTAL AIR FORCE

- OVERALL MINORITY EMPLOYMENT IS UP 2.9 PERCENTAGE POINTS SINCE 1979
- EMPLOYMENT OF WOMEN IS UP 2.7 PERCENTAGE POINTS SINCE 1979
- GS/GM 13-15 MINORITY EMPLOYMENT IS UP 2.0 PERCENTAGE POINTS SINCE 1979
- GS/GM 13-15 EMPLOYMENT OF WOMEN IS UP 3.1 PERCENTAGE POINTS SINCE 1979
- GS 9-12 MINORITY EMPLOYMENT IS UP 4.6 PERCENTAGE POINTS SINCE 1979
- GS 9-12 FEMALE EMPLOYMENT IS UP 7.4 PERCENTAGE POINTS SINCE 1979

ENCLOSURE 4, DEFENSE INTELLIGENCE AGENCY RESPONSE

QUESTION 1: Would you describe your recruitment hiring and promotion policies regarding minorities?

ANSWER: DIA is particularly concerned that present recruitment and hiring sources continue to provide the qualified minority and female applicants to meet organizational needs. The minority and female non-professional representation in the work force continues to be excellent. However, attracting minorities and women for professional positions remains a concern. DIA has developed an OPM approved Federal Equal Opportunity Recruitment Program (FEORP) specifically designed to enhance the employment and promotion opportunities for minorities. The key elements of this program include advertising focused toward minority educational institutions and labor sources and on-campus college recruitment at predominantly minority schools and other schools with high minority enrollments.

The Agency's vacancy announcement system allows employees the opportunity to request consideration for reassignment if they feel their existing talents are not being fully considered and utilized. A significant proportion of vacancy announcements are open to "all sources" and are widely disseminated. In some instances, certain paper qualifications have been waived to capitalize on the skills of employees who, because of their current assignment, would otherwise not have the opportunity to maximize their potential.

The Agency periodically reviews its internal selection and promotion qualification requirements and procedure to insure they are valid, job-related and include no unnecessary barriers to full utilization of skills and training. This review will continue to be used to insure that all members of the workforce receive fair and equitable treatment.

QUESTION 2: What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

ANSWER: The affirmative actions taken by DIA to insure that minorities are afforded equal opportunity in hiring and promotion are as follows:

-- Focused advertisements in the Black Collegian, Hispanic Times, and College Placement Annuals.

-- On-campus recruitment at selected predominately minority institutions and at colleges and universities with significant minority enrollments.

-- A significant proportion of vacancy announcements are open to "all sources" and are widely disseminated.

-- Paid advertising is routinely and frequently used to reach local and national labor market sources.

QUESTION 3: Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

ANSWER: The DIA has had a formal Upward Mobility Program (UMP) established since the mid-1970s. Its effectiveness is evident in the fact that, since 1987, 51 employees have completed the program and all except 3 were minorities/women. The most successful UMP graduate to date -- in terms of grade level -- is a senior Supervisory Intelligence Research Specialist, GS-132-14, who is a woman.

QUESTION 4: Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

ANSWER: DIA has in place an OPM approved Federal Equal Opportunity Recruitment Program which is specifically designed to enhance employment and advancement opportunities for minorities. Key features of this program include recruitment advertising focused toward minority labor sources and educational institutions; on-campus college recruitment at predominantly minority schools and other schools with high minority enrollments; and a long established Upward Mobility Program. Additionally, with the move into our current facility we have held well received programs for our personnel on Black History, Hispanic Heritage, and other special emphasis EEO areas.

These programs have been successful in improving our overall representation of minorities across the Agency. In fact, the rate of growth in numbers of minorities employed by DIA has significantly exceeded our overall growth in U.S. civilian employment over the last ten years. Similarly, the representation of minorities in our total workforce has increased by about three percent over the last ten years and compares very favorably to DoD-wide levels.

In addition to continuing to improve our overall representation of minorities, our major goal is to increase the representation of minorities in the professional operations and the higher grade levels. We have made progress numerically, but, at a time of Agency growth over the last ten years, the potential levels of representation in the higher grade levels remain to be realized. This is also reflective of the highly competitive labor market for the "cream of the crop," in the professional occupations.

We are currently evaluating proposals to enhance our EEO office to place more emphasis on affirmative action, recruitment, EEO special emphasis and recognition programs, and general awareness. We are also studying the feasibility and probable overall benefits and implications on our EEO goals of instituting high school cooperative education programs with the high schools located in the general vicinity of our facility at Bolling AFB. Additionally, as a means to possibly expand our intake of high qualified minorities, we have approved the establishment of a pilot part time work study program for college students and a cooperative office education program for high school students.

QUESTION 5A: Please provide a breakdown of DIA employees by grade level, sex, and minority group.

ANSWER: Tab A depicts DIA's total on-board GDIP personnel as of 30 September 1985 by grade level, sex, and minority group - non-minority group.

QUESTION 5B: Provide the same breakdown for employees hired in the last year.

ANSWER: Tab B gives a breakdown of all GDIP employees hired during the period 1 October 1984 through 30 September 1985 by grade level, sex and minority group - non-minority group.

QUESTION 6: How have the total number and distribution of minority employees changed over the last 10 years?

ANSWER: Tab C displays the change in number and distribution of minority employees in DIA over the past 10 years. Minority employees have made substantial progress in the Agency in terms of both absolute numbers and percentage of the total population.

QUESTION 7A: How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility?

ANSWER: This Agency is involved in a wide spectrum of positive actions to promulgate managerial awareness and adherence to the rules and regulations regarding equal opportunity and upward mobility including, but not limited to, the following:

- Annual briefings are provided to the senior leadership and staff of this Agency to increase their awareness of EEO activities and Agency status and goals. The Director, DIA is a highly visible spokesman for equal opportunity and upward mobility throughout the year at Agency-wide EEO observances, staff meetings, and other Agency functions designed to heighten awareness and practice of EEO rules and regulations.

- The Agency has developed and implemented an IG Self Inspection Handbook that contains a section on EEO matters designed to enhance the sensitivity and knowledge of managers and staff officers throughout DIA.

- The Agency's EEO Officer has personally insured that this organization adheres to EEOC rules and regulations concerning Affirmative Action Plans for minorities.

- Civilian Evaluation Panels (CEPs) for high grade positions are appropriately constituted by the assignment of an EEO/Personnel Specialist (Non-voting member) that insures consideration and awareness of EEO matters and recommendations of the most qualified candidates for promotion consideration.

QUESTION 7B: What programs do you have in place to insure awareness of such rules and regulations throughout DIA?

ANSWER: Currently, the Office of Training and the EEO Staff have worked out program arrangements to present courses entitled "EEO for Supervisors and Managers" and "Supervisory Development Seminar." For the past two years, these courses have been presented three times a year. The first involves a 16-hour presentation and the latter a 32-hour seminar with eight hours dedicated to EEO principles and court cases. Additionally, management and senior executive personnel are periodically briefed and provided EEO status reports to enhance their awareness.

## SECRET

ENCLOSURE 4, TAB A  
 DEFENSE INTELLIGENCE AGENCY  
 GDIP ONLY  
 END OF FY 1985

GS	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON-MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
3		21		1					2	14	2	36
4	3	22						1	3	28	6	51
5	26	26		5			1	2	26	64	53	97
6	10	50		5		1		2	18	83	28	141
7	14	73	2	3	1		2	2	61	157	80	235
8	10	21							21	61	31	82
9	27	27		2		2	1		117	87	145	118
10	7	4							10	8	17	12
11	17	13		1	2	1	1		130	50	150	65
12	20	9	2		4			1	197	81	223	91
13	9	10	3		3				409	79	424	89
14	15		3		5	1	2		391	28	416	29
15		1			1	1			179	17	180	19
SES									38	1	38	1
TOTAL	158	277	10	17	16	6	7	8	1602	758	1793	1066

SECRET

## SECRET

ENCLOSURE 4, TAB B  
 DEFENSE INTELLIGENCE AGENCY  
 GDIP ONLY  
 FY 1985 ACCESSIONS

GS	BLACK		HISPANIC		ASIAN		AMERICAN INDIAN		NON-MINORITY		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
3		21		1					2	15	2	37
4	1	8							1	8	2	16
5	6	8		2				2	11	29	17	41
6	1	14		3				1	3	28	4	46
7	6	6	2		1		1	1	29	24	39	29
8	1								1	1	2	1
9	1	4		1					22	8	23	13
10	1											1
11	3	2		1	1				22	10	26	13
12	4		1		1				38	12	44	12
13									28	9	28	9
14		1							20	4	21	4
15									2	1	2	1
SES												
TOTAL	25	61	3	8	3		1	4	179	149	211	222

SECRET



## CONFIDENTIAL

ENCLOSURE 4, TAB C  
 DEFENSE INTELLIGENCE AGENCY  
 GDIP ONLY

## CHANGE IN NUMBER AND DISTRIBUTION OF MINORITY EMPLOYEES

GDIP U.S.			ASIAN	NATIVE		
CIVILIANS	BLACK	HISPANIC	AMERICAN	AMERICAN	MINORITIES	FEMALE
TOTAL	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)	TOTAL (%)
END FY75 2,377	302 (13)	11 (.5)	6 (.3)	1 (.04)	320 (13)	903 (38)
END FY85 2,859	435 (15)	27 (.9)	22 (.8)	15 (.5)	499 (17)	1066 (37)
% Change	+44	+145	+267	+1400	+56	+18%

CONFIDENTIAL

ARMY

## ARMY FCI PROGRAM

## Minorities By Sex By Year

	1983*		1984*		1985	
	Women	Men	Women	Men	Women	Men
BLACKS	1	3	2	5	15	23
HISPANICS	1	2	1	2	2	7
ASIANS	1	0	2	0	6	7
AM INDIANS	0	0	0	0	0	1
OTHER	0	0	0	1	1	3
TOTAL	3	5	5	8	24	41
NON MINORITIES	13	65	15	61	60	363
TOTAL	16	70	20	69	84	404

\* Does not include statistics from Intelligence and Security Command (INSCOM) as data not available.

## Minorities By Sex By Grade - FY 1985

	GS-1 to GS-8 E-2 to E-6		GS-9 to GS-12 E-7 to E-9 W-1 to W-4 O-1 to O-3		GS-13 to GS-15 O-4 to O-6	
	Women	Men	Women	Men	Women	Men
BLACKS	13	11	2	13	0	0
HISPANICS	2	1	1	5	0	1
ASIANS	3	1	1	6	1	1
AM INDIANS	0	0	0	0	0	1
OTHER	1	1	0	1	0	0
TOTAL	19	14	4	25	1	3
NON MINORITIES	36	77	20	226	3	60
TOTAL	55	91	24	251	4	63

(U) - 111



DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
WASHINGTON, DC 20310

12 January 1984

MEMORANDUM FOR MAJOR ARMY COMMANDERS

SUBJECT: Equal Employment Opportunity for  
Civilian Employees

The Army has led the way in ensuring the human dignity and upward mobility of civilian employees. Secretary Marsh has committed the Army to the realization of excellence in these areas. Among Government institutions, the Army best reflects the general makeup of our population, and we can be second to none in the full and effective utilization of our human resources. Accordingly, during my tenure as Assistant Secretary, my office will be dedicated to the strongest and most aggressive EEO, outreach and upward mobility programs possible.

In order to achieve these goals, the Secretary of the Army has designated me as the Director of Equal Employment Opportunity. This will enable me to become personally involved in and responsible for all substantive EEO policy matters and complaint reviews. In addition, I have reorganized my office to increase its responsiveness to EEO matters and to achieve more unified and effective policy in the areas of civilian personnel management, affirmative action, and EEO complaint processing.

As part of this reorganization, I have established a direct relationship with the Director of Civilian Personnel who will assist me in integrating civilian personnel policy with equal employment policy. He will continue to serve as the Director of Civilian Personnel and, hereafter, in a dual capacity he also will perform the functions of my Deputy for Civilian Personnel Policy and Equal Employment Opportunity relating to civilian personnel policy and affirmative action. The Director's Assistant for Equal Employment Opportunity will also serve in a dual role as the Director of the Equal Employment

-2-


Opportunity Agency (formerly, Equal Employment Opportunity Review and Evaluation Agency), which operates as a field activity under my office. These actions eliminate unnecessary layers of review and enable me to communicate more directly with Army Staff officials responsible for implementing Army policies.

Finally, I have assigned the function of EEO compliance and complaint analysis (formerly, Office, Employment Policy and Grievance Review) to the Deputy Assistant Secretary of the Army (Review Boards and Personnel Security), who already manages efficient and effective systems for deciding analogous claims of military personnel. This will result in the processing of civilian EEO complaints with equal efficiency and effectiveness.

The implementation of a sound, forward-looking EEO program requires that it be visible in the organizational structure and in the budget. Therefore, I ask your support in ensuring that EEO programs continue to report directly to you in order to be most responsive to your managers, supervisors and members of the workforce and that these programs are adequately resourced for peak effectiveness.

I intend in the near future to meet personally with senior Army EEO officials and civilian personnel managers to further my goals in these areas.

I look forward to your continued dedication and support and ask you to join me in a renewed commitment to our EEO program.



Delbert L. Spuzlock, Jr.  
Assistant Secretary of the Army  
(Manpower and Reserve Affairs)



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY, EUROPE and SEVENTH ARMY**  
**THE COMMANDER IN CHIEF**  
**APO 09403**

15 April 1985

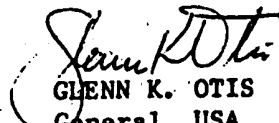
**AEACC**

**SUBJECT: Equal Employment Opportunity in the Army in Europe**

**Commanders, Managers, Supervisors, and Employees**

**This letter expires 1 year from date of publication.**

- 1. Commanders, managers, and supervisors must support equal employment opportunity (EEO) for employees and applicants for work in the Army in Europe. This support also extends to local national employees.**
- 2. Commanders will provide resources for an effective EEO program. Managers and supervisors must take affirmative actions, when necessary, to improve the representation of minorities, women, and the handicapped in their organizations. The EEO critical element in supervisory appraisals will be used to tell whether or not managers and supervisors are supporting EEO. Employees are responsible for seeking opportunities to make their greatest contribution to the Army in Europe.**
- 3. EEO is essential to our mission. I expect commanders, managers, and supervisors to support EEO through positive, personal leadership.**

  
**GLENN K. OTIS**  
**General, USA**  
**Commander in Chief**

**DISTRIBUTION: B, plus**  
**10 - EEOO, USAREUR**



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INTELLIGENCE AND THREAT ANALYSIS CENTER  
ARLINGTON HALL STATION  
ARLINGTON, VIRGINIA 22212

IAX-Z


27 AUG 1984

SUBJECT: Commander's Note #5

HUMAN RELATIONS/EQUAL EMPLOYMENT OPPORTUNITY

TO: ALL ITAC PERSONNEL

1. My policy is that equal opportunity will be afforded all personnel assigned to USAITAC, without regard to race, color, sex, creed, national origin, or age.
2. Acts of discrimination are not condoned and will be reported to the chain of command. Should the immediate supervisor be the person alleged to have been guilty of discrimination, then the complainant will report to the next higher level.
3. Our program will only succeed if each of us actively participates in the implementation and enforcement of the policy daily.
4. The previous USAITAC policy letter, dated 27 August 1982, is rescinded. This note will be posted on each Division bulletin board.

  
JOHN G. CANYOCK  
Colonel, MI  
Commanding

FIRST IN INTELLIGENCE



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**  
**ARLINGTON HALL STATION**  
**ARLINGTON, VIRGINIA 22212**

IAPER-EEO

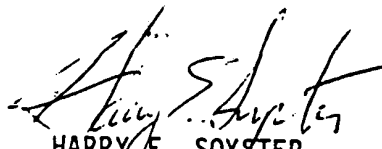
3 DEC 1984

**SUBJECT: Commander's Policy Statement on Equal Employment Opportunity**

**ALL MEMBERS OF THE UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**

1. This Equal Employment Opportunity (EEO) Policy implementing Affirmative Actions Plans (AAP) and EEO Programs is designed to ensure equal employment opportunity for all USAINSCOM civilian employees and applicants for employment regardless of race, color, national origin, religion, sex, age, handicap, and provides for an environment free of sexual harassment. Accomplishing this command's mission is vital to our national defense. The dedicated and committed employees of USAINSCOM determine successful mission accomplishment. Confidence in Equal Employment Opportunity plays an important role in recruiting and retaining our employees upon whom we depend to get the job done.

2. Every member of this command needs to contribute to implementing this policy. I expect full cooperation with participation in and support of USAINSCOM EEO Programs by supervisors and managers. We all must work closely with EEO and CPO officials to improve our EEO Programs where possible. I add my personal commitment and support to a policy of fair and equitable treatment for all USAINSCOM employees and applicants for employment. "MISSION FIRST - PEOPLE ALWAYS."

  
HARRY E. SOYSTER  
Major General, USA  
Commanding



XO



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY, EUROPE and SEVENTH ARMY**  
**THE COMMANDER IN CHIEF**  
**APO 09403**

AEACC

1 March 1985

**SUBJECT: An Equal Opportunity Action Plan for the Army in Europe**

**Commanders, Managers, and Supervisors**

This letter expires 1 year from date of publication.

1. The United States Army, Europe (USAREUR), 16th Annual Equal Opportunity (EO) Conference in November 1984 addressed 10 issues considered actual or potential obstacles to equal opportunity in USAREUR.

2. Conferees identified these needs:

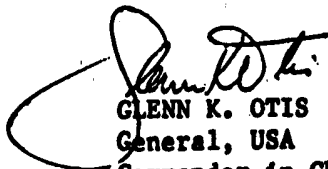
- a. To improve the sponsorship and orientation of new arrivals in the command.
- b. To broaden the influence and access of the EO adviser.
- c. To enhance the chain of command's knowledge and understanding of EO issues and challenges.
- d. To establish better communications.
- e. To effect a multiple agency assessment of the command climate.

3. These needs have been reviewed and analyzed. The results of this review form the nucleus of the Equal Opportunity Action Plan for the Army in Europe in enclosure 1. Recommendations are approved for implementation.

4. Commanders, managers, and supervisors will ensure this plan is successfully implemented. We must provide a working and living environment free of discrimination, sexual harassment, and other barriers to opportunity. This must be an environment where soldiers and families are free to make contributions to accomplish the mission of the Army in Europe. Within 1 year, I will call for an accounting of our progress.

1 Encl

as

  
**GLENN K. OTIS**  
**General, USA**  
**Commander in Chief**

**DISTRIBUTION: Special**  
**For Action:**

- 5 - Cdr, V Corps
- 5 - Cdr, VII Corps
- 5 - Cdr, 21st SUPCOM
- 2 - Cdr, USAB
- 2 - Cdr, USASETAF
- 2 - Cdr, 32d AADCOM

**DISTRIBUTION: (cont)**

- 5 - Cdr, 7th MEDCOM
- 5 - Cdr, ARC (Fwd)
- 2 - Cdr, 2d Armd Div (Fwd)
- 5 - Cdr, 18th Engr Bde
- 5 - Cdr, 56th FA Bde
- 5 - Cdr, 59th Ord Bde
- 5 - Cdr, 4th TRANSCOM
- 5 - Cdr, 42d MP Gp
- 5 - Cdr, 200th MMC (TA)
- 5 - Cdr, 1st PERSCOM
- 5 - Cdr, 7ATC
- 2 - Cdr, 26th Spt Gp
- 5 - Cdr, 5th Sig Comd
- 5 - Cdr, 66th MIGIS
- 1 - Cdr, ea com

**CINCUSAREUR:**

- 1 - SGS
- 1 - CORSA
- 20 - DCSPER
- 1 - DCSI
- 1 - DCSOPS
- 1 - DCSLOG
- 1 - DCSENGR
- 1 - DCSRM
- 1 - DCSIM
- 1 - DCSHNA
- 3 - AG (2 - AEAAG-ALU; 1 - AEAAG-APP-E)
- 1 - CH
- 1 - CPA
- 1 - CSURG
- 1 - EEEO
- 1 - HQ COMDT
- 1 - JA
- 1 - FM

**For Information:**

- 1 - Deputy ASD, Equal Opportunity & Safety Policy, ODAS (Manpower, Installation & Logistics), WASH DC 20310-1742
- 1 - Deputy Asst Sec, OASA, ATTN: M&RA, WASH DC 20310-1742
- 1 - Dir, Human Resources Development, DCSPER, HQDA, WASH DC 20310-1742
- 1 - DCSPER, HQDA, WASH DC 20310-0300
- 1 - CINCUNC/CINC CFC/Korea/CG EUSA APO SF 96301
- 1 - Cdr, TRADOC, Ft Monroe, VA 23651-5000
- 1 - Cdr, FORSCOM, Ft McPherson, GA 30330-6000
- 1 - Dir, Defense Equal Opportunity Management Institute, Patrick AFB, FL 32925
- 1 - SACEUR
- 1 - CINCUSNAVEUR
- 1 - CINCUSAFE
- 1 - Cdr, ea Inf Div (1st Fwd, 3d, 8th)
- 1 - Cdr, ea Armd Div (1st, 3d)

## EQUAL OPPORTUNITY ACTION PLAN FOR THE ARMY IN EUROPE

### Development and Utilization of EO Personnel

1. Objective: To maximize the effectiveness of Equal Opportunity Advisors (EOA) and Unit Discussion Leaders (UDL) in USAREUR.

2. Specific Recommendations (Responsible Agency).

a. That DCSPER send a representative to Defense Equal Opportunity Management Institute (DEOMI) to arrange for the presentation of USAREUR-specific curriculum material to EOA students selected for assignment to USAREUR. This would include, but not be limited to, a briefing and showing of the "Karlsruhe" videotape. The presentation could also include CINC's comments as an introduction to the videotape or as welcoming remarks. (DCSPER ICW CPA)

b. USAREUR coordinate with DEOMI on curriculum content relating to the Army and the Army in Europe. Special attention will be given to sexual harassment. (HRD, DCSPER)

c. That DEOMI be apprised of all aspects of this EO Action Plan, to include assessment techniques to measure command climate, for use in course curriculum. (HRD, DCSPER)

d. That the DAIG provide input on a regularly scheduled basis, as part of the curriculum, to DEOMI on IG roles & functions. (USAREUR IG coordinate with DAIG)

e. That USAREUR continue to conduct a conference attended by equal opportunity personnel which will work to resolve issues identified by the command and contribute to the professional development of EOA in supplementation of the UMC network discussed in paragraph g below. (HRD, DCSPER)

f. That ODCSPER conduct a quarterly workshop and orientation for newly assigned EOA at HQ USAREUR with input from IG, Chaplain, DEHOGA, and others on their roles and functions in USAREUR. (HRD, DCSPER ICW USAREUR Staff)  
Included:

(1) Ensure EOA are thoroughly familiar with all agencies and organizations which interact with or impact upon soldiers and family members in the command, and established command and public forums.

(2) Orientation on functional resources available in Europe, such as ACS welcome packets, newcomers' briefings, community bulletins, commanders' meetings and the community directory.

(3) Guidance and instruction on how to properly and promptly refer cases pertaining to servicemembers and family members to the proper agencies, and conduct followup actions.

Encl 1, ltr, AEACC, HQ USAREUR/7A, 1 Mar 85

g. That networks be established to facilitate communication and information flow among USAREUR EOA. VII Corps, V Corps, and 21st SUPCOM will chair a grouping of major and separate UMC EOA to meet at least three times annually. The purpose of the networks is to provide assistance to EOA grouped by UMC and major geographical area, for mutual support and uniform implementation of equal opportunity initiatives.

VII CORPS

7th ATC  
18th ENGR BDE  
56th FA BDE  
USASETAF

V CORPS

2nd AD (FWD)  
USA Berlin  
32nd AADCOM  
5th SIG CMD  
7th MEDCOM  
4th TRANSCOM

21ST SUPCOM

26th SPT GP  
42nd MP GP  
59th ORD BDE

h. That UMC commanders review EO positions deleted in J-series TOE conversion against staffing criteria in AR 600-21 to ensure minimum military staffing levels are restored and maintained in supporting or augmentation TDA. (DCSPER/DCSRM/UMC Commanders)

i. That community and organizational commanders coordinate locally to affiliate, attach, detail or otherwise identify each assigned EOA with one or more brigade-size units. (UMC/Community Commanders)

j. That UMC commanders emphasize and publicize procedures for selection, utilization, and training of Unit Discussion Leaders (UDL). (UMC Commanders).

k. That USAREUR investigate the desirability of UMC establishing and conducting UDL training programs using 7th ATC POI and having UDL course graduates who receive UMC training be awarded SQI "B" by UMC commander. (DCSPER, HRD)

l. That USAREUR Suppl 1 to AR 600-21 include guidelines on policy, selection prerequisites, training, and utilization for UDL. (HRD, DCSPER)

m. That UDL training be addressed as necessary at Training Conferences. (UMC)

n. That UDL effectiveness be assessed at the next USAREUR EO Conference with a view to widening UDL responsibility and influence, and renaming the UDL. (HRD, DCSPER).

### Assessment

1. Objective. To develop tools to enable the Equal Opportunity Advisor to assess, and advise the commander on, EO-related indicators of command climate.

2. Specific Recommendations (Responsible Agency).

a.. That ODCSPER chair a design group, consisting of staff representatives with EO-related responsibilities within their own specific functional areas. This group will have two main tasks:

(1) First, to define "command climate." As a minimum, representatives from the Chaplain, IG, DCSPER, Provost Marshal, Surgeon, and experienced EOA and commanders will be included. (DCSPER/USAREUR Staff/-Commanders, Selected UMC EOA)

(2) Second, to design a command Climate Assessment Plan (CAP) for USAREUR and each of its subordinate units by developing criteria or "desired standards" against which to measure command climate. The CAP should include qualitative criteria (e.g., perceptions, attitudes) as well as quantitative criteria (e.g., statistics) and should consider both when the data are analyzed. The CAP should consider the differences among USAREUR commands and communities and should allow for appropriate flexibility in the way data are captured and analyzed. This group will also provide detailed instructions for EOA to implement the CAP, and develop techniques to monitor its implementation. As a minimum, representatives from OE, data processing element, DCSPER, and experienced EOA will be included. (DCSPER/USAREUR Staff/Selected UMC/EOA)

b. Develop a standard procedure for documenting and resolving EO complaints. (HRD, DCSPER/IG)

## **Equal Opportunity Advisor-Commander Relationship**

**1. Objective.** To establish the Equal Opportunity Advisor as a principal source of unfiltered, accurate, and timely information and advice to the commander.

**2. Specific Recommendations (Responsible Agency).**

a. Develop an EO executive level briefing for O6 and higher commanders/CSM throughout the command by the assigned EOA for each commander. Briefing will focus on role of EOA, recent developments in EO, this plan and command climate assessment. (HRD, DCSPER will provide standardized briefing outline to UMC EOA)

b. That UMC commanders ensure that:

(1) EOA are placed in positions in the staff structure, resulting in the necessary functional relationship to commanders, to include face-to-face access when necessary.

(2) Chains of command understand the role of EOA. (UMC Commanders)

(3) EO offices are in accessible locations, adequately furnished.  
(UMC Commanders)

## Communication, Education and Training

1. Objective. To enhance Equal Opportunity understanding through communication, education, and training in USAREUR.

2. Specific Recommendations (Responsible Agency).

a. Develop specific EO briefings tailored from executive level briefing (Para 2a, Annex C) (provided by DCSPER) to these audiences:

(1) O3-05 commanders and 1SG/CSM. (UMC, assigned EOA ICW HRD, DCSPER)

(2) Company, Battalion, Brigade Commanders and NCO professional development courses in USAREUR and Sergeants Major Academy, Ft. Bliss. (DCSOPS ICW HRD, DCPSER)

b. That DCSPER (HRD) establish a committee to develop, review and publish an EO Media Plan for USAREUR; review, assess, and coordinate all EO material currently being presented within USAREUR, and provided by HQDA and AFRTS, and recommend changes, expansion, deletion and modification as required to meet contemporary EO challenges derived from the current command climate assessment. The purpose of the committee is to ensure media coverage addresses real, contemporary EO issues with meaning and effectiveness. A representative from CPA will serve as an advisor to this committee and is the primary liaison to implement the EO Media Plan in USAREUR. Representatives from other USAREUR staff agencies dealing with EO-related issues (e.g., Chaplain, IG) will be included on the committee, as well as selected UMC EOA. (CPA/USAREUR Staff/Selected UMC EOA)

Some of the areas considered appropriate for inclusion into the USAREUR EO Media Plan are:

(1) Use of Military and Civilian (high visibility) VIP for spot EO announcements on AFN.

(2) Expansion of "Learn German Ways" spots on AFN.

(3) Review of "Karlsruhe" videotape on off-post behavior for USAREUR-wide dissemination.

c. Develop an EO training presentation for inclusion in quarterly new IG Orientation class. (HRD, DCSPER ICW IG)

## Sponsorship, Orientation and Culturization

1. **Objective.** To establish an effective sponsorship, orientation and culturization program for USAREUR.
2. The system for guiding soldiers and families through the turmoil of coming to Europe and becoming well adjusted, active contributors to their units, jobs and communities is widely acknowledged to be operating unsatisfactorily. There are many reasons for the deficiencies, but the result is people in the command not comfortable and confident with their presence and roles in the European community, and therefore subject to communication and understanding difficulties.
3. The key to proper integration of new arrivals is a foolproof, failsafe system which will automatically carry the soldier and family, step by step, all the way through from initial identification and alert for overseas assignment, through preparation, pre-orientation and movement, arrival, in-processing, orientation, briefings, assignment and mission tasking. The process is now fragmented and, as a result, highly susceptible to failure. Too much is left to the discretion of the soldier, and too much of the system's success depends on the desire and motivation of the sponsor, if one is designated. Reliable assignment to a unit is critical for any proper "bringing-on-board" system to work. Once the assignment is firm, a central record keeping system for verifying completion of each of the steps necessary will remove the guesswork. Most importantly, it will guarantee the assignment of, and affirmative contact with, a sponsor.
4. Overall responsibility for defining and organizing the "bring-on-board" system is assigned to Commander, 1st PERSCOM. 1st PERSCOM is authorized to task other USAREUR staff agencies for input to define the mechanics and parts of the system, as necessary. Draft plan is due to DCSPER by 1 April 1985. Assistance will be rendered by at least the following: (1st PERSCOM/USAREUR Staff/UMC)
 

<ol style="list-style-type: none"> <li>a. PM: License and POV Registration</li> <li>b. DCSOPS: Language Training, NEO</li> <li>c. DCSHNA: Government Agency Coordination/Liaison</li> <li>d. CPA: Publicity, Cultural Orientation</li> <li>e. DCSPER: EO Orientation, ACS, CPO "Job Informaton Center," etc.</li> </ol>	<ol style="list-style-type: none"> <li>f. DCSENGR: Housing and Furnishings</li> <li>g. DCSLOG: Travel and Transportation</li> <li>h. SURGEON: Medical and Dental</li> <li>i. CHAP: Family and Religious Service Programs</li> <li>j. JA: Legal services, claims</li> <li>k. IG: Complaint Processing</li> </ol>
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5. Inherent in the proper functioning of the system is an obligation on the part of commanders to direct release of servicemembers to attend necessary processing and orientation. The servicemember will not be available for duty until the entire program has been completed by both the servicemember and his or her family members. (UMC Commanders)



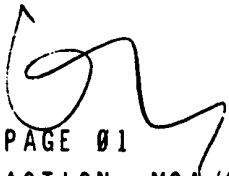
## Intercultural Understanding

1. **Objective.** To foster improved Host Nation-American relations at community level providing direct benefits to servicemembers and their families.
2. USAREUR-Host Nation initiatives at the national level have resulted in improved understanding and a reduction in friction and incidents between our people. It stands to reason that community-level action can likewise be of benefit.
3. **Specific Recommendations (Responsible Agency).**
  - a. Community commanders hold a social function periodically to enhance relations between the local Federal Association of German Hotels and Catering Establishments (DEHOGA) Point of Contact (POC) and the community POC. This social activity would be similar to those conducted between landlords and the housing referral offices in many communities. (Community Commanders)
  - b. That UMC ensure that actions concerning DEHOGA be tied to and reported in the quarterly RCS AEAGA 445 report. (UMC)
  - c. That community commanders invite DEHOGA POC to Community Relations Advisory Council (CRAC) meetings. (Community Commanders)
  - d. That UMC consider establishing a host nation award program at community level which would present a certificate of appreciation to civilian establishments for services rendered to our soldiers and families. The DCSPER will develop an appropriate certificate, and criteria for the award will be developed by community commanders to fit their overall Host Nation-American relations activities. This positive action, coupled with appropriate local media coverage, would be aimed at enhancing Host Nation-American relations. (HRD, DCSPER/Community Commanders)
  - e. Republish the DEHOGA-USAREUR command letter and agreement. (HRD, DCSPER/JA)
  - f. Examine the possibility of expanding DEHOGA type program into countries other than the Federal Republic of Germany (FRG). (HRD, DCSPER/UMC with units outside FRG)

PRIORITY

UNCLASSIFIED

HEIDELBERG  
TELECOMMUNICATIONS CENTER



PAGE 01

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ACTION: MCA (01)

INFO: PERS (04)

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ZNR UUUUU

P 181700Z MAR 85

FM CINCUSAREUR HEIDELBERG GE//AEAGA-CE//

TO AIG 884

BT

UNCLAS

SUBJECT: COMPREHENSIVE AFFIRMATIVE ACTION PROGRAMS FOR THE HIRING,  
PLACEMENT AND ADVANCEMENT OF HANDICAPPED INDIVIDUALS

A. LETTER. DAPE-CPA, 28 FEB 85, SAB.

1. REFERENCED LETTER FORWARDED TO ADDRESSEES ON 18 MAR 85 AND  
REQUIRES MACOM CONSOLIDATED REPORT BY 26 APR 85. IN ORDER TO MEET  
THIS SUSPENSE, UMC WILL CONSOLIDATE AND FORWARD INPUT TO REACH THIS  
HEADQUARTERS NO LATER THAN 19 APR 85. NO EXTENSIONS CAN BE GRANTED.  
NEGATIVE REPLIES ARE REQUIRED.

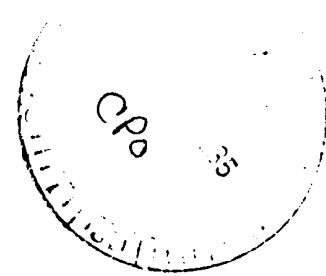
2. LETTER REQUESTS A CONSOLIDATED REPORT ON THE EXTENT TO WHICH EEO  
MD 712 HAS BEEN IMPLEMENTED IN USAREUR. THEREFORE, ADDRESSEES WILL  
TAKE IMMEDIATE ACTION TO OBTAIN AND REVIEW EEO MD 712 SO THAT  
INFORMATION CAN BE FORWARDED TO UMC POC IN A TIMELY MANNER.

3. POC, MRS. DOPSON, HDG MIL (2121-) 8781/8623

BT

=2493

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# DISPOSITION FORM

For use of this form, see AR 340-15; the proponent agency is TAGO.

REFERENCE OR OFFICE SYMBOL

SUBJECT

AEAGB-SA

Affirmative Action Program--CP-19

TO USAREUR EEOO  
(Mr. Santiful)

FROM Spec Asst to DCSI

DATE 29 June 1984

CMT 1

Mr. Peterson/ems/7437

1. I've completed the review and analysis of USAREUR Career Program 19 demographics, and have attempted to identify EEO barriers and countermeasures. A copy of that study is attached for your information (Incl 1).
2. There have been several historical barriers with respect to black participation in CP-19, as we have discussed on several occasions. I didn't go into those matters in the study, since they don't appear germane at the USAREUR level (see discussion of Barrier 4). Obviously, they need to be considered in DA and DIA level reviews.
3. The total CP-19 population in theater makes any strong reliance on statistics a risky business. (117 serviced by USAREUR CPOs, only 41 actually employed by USAREUR). However, I'm satisfied that the results tend to reflect the situation accurately in general terms.
4. Thanks again for the support you provided in developing the basic data. I'd appreciate your comments and suggestions. I'll keep you informed when I make my periodic progress reviews.

CHARLES J. PETERSON  
GM-15 DAC  
Special Assistant to the DCSI

ncl

AEAGB-SA

28 June 1984

## MEMORANDUM FOR RECORD

SUBJECT: Affirmative Action Review, Career Program 19 (Intelligence)

1. Since April 1984 (following relief from temporary duty as ISP study group member), I've put special emphasis on developing statistics on minority representation in the USAREUR Career Program 19 (CP-19) work force. The objective has been to determine whether there is under-representation, establish the causes of any under-representation (barriers), and develop a program to counter any such barriers.
2. Locally available data was compiled (Incl 1) using statistics obtained through Mr. Santiful, USAREUR EEOO. Two breakouts were made, the first showing distributions for all GS-0132 positions serviced by USAREUR CPO's (i.e., those which best indicate the professional work force distribution in theater), and the second showing those positions actually controlled by USAREUR (i.e., those which fall under USAREUR Career Program Manager responsibility). 080 employees were not included, even though that series is covered by CP-19, since that series is under USAREUR Provost Marshal management; this is also a small sub-program (28 positions in USAREUR), and not readily treated statistically.
3. In addition to the locally available data, a request was made to OACSI, DA and the ICDP office, DIA, for affirmative action information (Incl 2). This was pursued at the CP-19 Career Planning Board conducted at OACSI, 5-7 Jun 84. The only information available was the ODCSPER, DA quarterly statistical summary of selected minority group data for CP-19, as of end 3Q FY84 (Incl 3). This summary does not break out the 080 and 0132 series, and therefore is not fully compatible with Incl 1, but can be considered close enough to be used in a qualitative analysis.
4. Statistical analysis shows the following:
  - a. Male/female ratios:
    - 14.6% of USAREUR CP-19 employees are female, compared to 11.1% for employees serviced by USAREUR CPO's, and 20.3% in the DA-wide CP-19. This indicates that female employees are under-represented in Europe, but that USAREUR has a significantly higher percentage of those employees than do other organizations serviced by the USAREUR CPO system.
    - Female representation is heavily concentrated at the lower end of the grade structure. The average (arithmetic mean) grade of USAREUR female CP-19 members is 9.4 (highest grade, GS-11); of employees serviced, 10.0 (highest grade, GS/GM-14); and DA-wide, 9.3 (highest grade, GM-14). Males are roughly 2 grades higher in each group.

b. Ethnic ratios:

—There are no black CP-19 employees in theater, versus 5.5% in the DA-wide program (highest grade, GM-14).

—There are 3 Hispanics (4.3%) in theater, 2 of whom are employed by USAREUR (4.9%); highest grade is GS/GM-13. The DA-wide group has 2.1% representation, highest grade GM-15.

—There are no theater statistics for American Indians, Alaska natives or Asians (zero population).

5. Evaluation of these data suggests various factors may constitute barriers to minority representation in the USAREUR CP-19 work force proportionate to the distribution within the national professional labor force. In discussing these factors, it must be recognized that the overwhelming majority of USAREUR CP-19 positions are filled by referral from the Defense Intelligence Special Career Automated System (DISCAS) register, maintained by DIA. Use of other sources for recruitment is generally impractical due to our overseas location.

a. Barrier 1. It is believed that the significant difference in national work force and DA CP-19 work force female representation (27.68% versus 20.3%) is due in large part to the military orientation of the jobs. The selection factors, especially at higher grade levels, call for knowledge of foreign military structure, tactics, equipment, etc., and/or experience in counterintelligence and intelligence collection. By far the greatest pool of qualified/experienced personnel consists of former military personnel. Historically, this has been predominately a male group. This situation has changed significantly with the increased representation of women in the Armed Forces, which provides them the experience to make them competitive for CP-19 positions. To the extent that this is still a barrier, it is one to be addressed at the departmental level.

b. Barrier 2. A more localized problem is the significant deviation between female participation in the USAREUR CP-19 work force (14.6%) and DA (20.3%). One clue to this difference is in the grade level breakout, which shows a number of women in GS-6 and GS-10 jobs on the DA summary. These are believed to be GS-0134 (Intelligence Aide) positions, a series generally inappropriate for USAREUR. The disparity between USAREUR and DA must therefore be reduced by the number of GS-0134 females on the DA list. It is also believed that a significant number of DA female employees are not fully mobile, and have removed themselves from consideration for European assignments. This warrants further study at the DA level. One possible solution, which will be undertaken during FY85, by the USAREUR CP-19 program manager, is an emphasis on attracting CONUS female employees to apply for USAREUR positions.

c. Barrier 3. Related to Barrier 1 is the problem of male/female grade level disparity (males roughly 2 grade levels higher). This is primarily a factor of previous (military) experience. It calls for careful individualized review of employee qualifications and associated individual development plans, with particular attention to insure that female employees are provided remedial and developmental training in military subjects as appropriate. This will be a matter for emphasis during FY85.

d. Barrier 4. The percentage of blacks in the DA-wide program (5.5%) is higher than that shown in the 1980 estimates for the national professional labor force (5.3%). However there are no blacks represented in the theater CP-19 work force. The reason for this is unknown. As noted earlier, the vast majority of positions are filled through DISCAS referral, without interview, so it seems highly unlikely that selection could be racially biased. It is postulated that foreign language skills and area preference factors may be at work, i.e., the same factors which give the USAREUR CP-19 work force a singularly high percentage of ethnic German and East European employees. (This factor probably also accounts for the comparatively high Hispanic representation in the USAREUR program (4.9%), versus 2.1% in DA CP-19 and 3.21% in the national professional work force.) This will be studied further; at present, it appears to be a personal preference situation rather than a true EEO barrier.

6. Theater initiatives appear limited to those identified above, especially because of the centralized referral system. The major role in identifying barriers and developing effective programs to counter those barriers appears to belong to DA. In order to insure a fully effective affirmative action program, the USAREUR Career Program manager will have to rely upon and work closely with DA and DIA program officials, as well as with counterparts in other MACOMS.



CHARLES J. PETERSON

GM-15 DAC

Special Assistant to the DCSI

3 Incl  
as

AFFIRMATIVE ACTION DATA FOR CP 19 (INTELLIGENCE)

Source Documentation:

1. USAREUR Registry of US Civilian Career Employees (as of 31 Mar 84).
2. Printout of CP-19 employees, USAREUR EE00, undated (as of approx. 20 May 84).
3. ODCSI recapitulation of TDA status, 1 Jun 84.
4. National Labor Force Data (1980 estimates).

GS/GM-0132 Series Employees Serviced by USAREUR CPO's

NOTE: These figures include all career 0132 series employees serviced by USAREUR personnel offices. As a result, many employees are counted who do not in fact belong to USAREUR, such as those personnel employed by 66th MI Group (USAINSCOM), STUTEUR (DARCOM; to become part of OACSI FOA), and J2 USEUCOM. These statistics represent total USAREUR workforce demographics for 0132 series. (They also do not include employees serving in USAREUR who are under career management of ASD, USAINSCOM.)

	<u>TOTAL</u>	<u>MEN</u>	<u>%</u>	<u>WOMEN</u>	<u>%</u>	<u>WHITE</u>	<u>%</u>	<u>BLACK</u>	<u>%</u>	<u>HISPANIC</u>	<u>%</u>
GS-7	4	3	75.0	1	25.0	4	100	0	0	0	0
GS-9	19	14	73.2	5	26.8	17	89.5	0	0	2	10.5
GS-11	24	20	83.3	4	16.7	24	100	0	0	0	0
GS-12	37	36	97.3	1	2.7	37	100	0	0	0	0
GS/GM-13	25	24	96.0	1	4.0	24	96.0	0	0	1	4.0
GS/GM-14	6	5	83.3	1	16.7	6	100	0	0	0	0
GS/GM-15	2	2	100	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>117</b>	<b>104</b>	<b>88.9</b>	<b>13</b>	<b>11.1</b>	<b>112</b>	<b>95.7</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>4.3</b>



GS/GM Series Employees within USAREUR Units

NOTE: Does not include MICECP employees serviced by ASD, INSCOM.

	<u>TOTAL</u>	<u>MEN</u>	<u>%</u>	<u>WOMEN</u>	<u>%</u>	<u>WHITE</u>	<u>%</u>	<u>BLACK</u>	<u>%</u>	<u>HISPANIC</u>	<u>%</u>
GS-7	3	2	66.7	1	33.3	3	100	0	0	0	0
GS-9	5	2	40.0	3	60.0	4	80.0	0	0	1	20.0
GS-11	7	5	71.6	2	28.4	7	100	0	0	0	0
GS-12	11	11	100	0	0	11	100	0	0	0	0
GS/GM-13	13	13	100	0	0	12	91.7	0	0	1	8.3
GS/GM-14	1	1	100	0	0	1	100	0	0	0	0
GS/GM-15	1	1	100	0	0	1	100	0	0	0	0
<b>TOTAL</b>	<b>41</b>	<b>35</b>	<b>85.4</b>	<b>6</b>	<b>14.6</b>	<b>39</b>	<b>95.1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4.9</b>

SELECTED MINORITY GROUP DATA  
 PART 2 CAREER PROGRAM COVERAGE BY MINORITY GROUP SEC 5 REPORTING ELEMENT - DA  
 OF QE-03-82 QUARTERLY CP REPORT FOR FY 83

CAREER PROGRAM NO. - 19 - INTELLIGENCE

REPORTS CONTROL SYMBOL SAOSA-1

PROGRAM TOTAL	ALL EMPLOYEES		BLACK		HISPANIC		AMIN /ALNA		AS/PI		TOTAL MINORITY %		OTHER	
	A	%	B	%	C	%	D	%	E	%	F	%	G	%
PROGRAM TOTAL	1,937		106	5.5	41	2.1	10	.5	53	2.7	210	10.8		
MEN	1,543	79.7	68	3.5	35	1.8	10	.5	50	2.6	163	8.4	1,727	89
WOMEN	394	20.3	38	2.0	6	.3			3	.2	47	2.4	1,380	71
COVERAGE BY GRADE													347	17
GS - 05	59		6	10.2										
MEN	15	25.4	2	3.4										
WOMEN	44	74.6	4	6.8							6	10.2	53	89
GS - 06	13										2	3.4	13	22
MEN	1	6.7									4	6.8	40	67
WOMEN	14	93.3											15	100
GS - 07	38		11	11.2	2	2.0							1	6
MEN	47	48.0	3	3.1									14	93
WOMEN	51	52.0	8	8.2	2	2.0					13	13.3	85	86
GS - 08											3	3.1	44	44
MEN											10	10.2	41	41
WOMEN														
GS - 09	238		29	10.1	7	2.4								
MEN	175	60.8	17	5.9	7	2.4								
WOMEN	113	39.2	12	4.2					4	1.4	40	13.9	248	86
GS - 10	2								4	1.4	28	9.7	147	51
MEN	1	50.0									12	4.2	101	35
WOMEN	1	50.0											2	100
GS - 11	443		32	7.2	12	2.7							1	50
MEN	346	78.1	23	5.2	9	2.0	5	1.1	10	2.3	59	13.3	384	86
WOMEN	97	21.9	9	2.0	3	.7	5	1.1	10	2.3	47	10.6	299	67
GS - 12	634		22	3.5	16	2.5					12	2.7	85	19
MEN	573	90.4	17	2.7	15	2.4	3	.5	31	4.9	72	11.4	562	88
WOMEN	61	9.6	5	.8	1	.2	3	.5	28	4.4	63	9.9	510	80
GS - 13	148		2	1.4	1	.7			3	.5	9	1.4	52	8
MEN	142	95.9	2	1.4	1	.7			2	1.4	5	3.4	143	95
WOMEN	6	4.1			1	.7			2	1.4	5	3.4	137	92
GS - 14	13	100.0											6	4
MEN													1	7.7
WOMEN													1	7.7
GS - 15													1	7.7
MEN													1	7.7
WOMEN													12	92
GS - 16													12	92
MEN														
WOMEN														
GS - 17														
MEN														
WOMEN														
GS - 18														
MEN														
WOMEN														

SELECTED MINORITY GROUP DATA  
 PART 2 CAREER PROGRAM COVERAGE BY MINORITY GROUP SEC 5 REPORTING ELEMENT - DA  
 S OF QE-03-83 QUARTERLY CP REPORT FOR FY 83

~~REPORTS CONTROL SYMBOL SAOSA-~~

CAREER PROGRAM NO. - 19 - INTELLIGENCE

	ALL EMPLOYEES A	%	BLACK B	%	HISPANIC C	%	AMIN /ALNA D	%	AS/PI E	%	TOTAL MINORITY % F	OTHER G	
ES LEVEL 01													
MEN													
WOMEN													
ES LEVEL 02													
MEN													
WOMEN													
ES LEVEL 03													
MEN													
WOMEN													
ES LEVEL 04													
MEN													
WOMEN													
ES LEVEL 05													
MEN													
WOMEN													
ES LEVEL 06													
MEN													
WOMEN													
GM - 13	125		1	.8	2	1.6			4	3.2	7	5.6	
MEN	119	95.2	1	.8	2	1.6							
WOMEN	6	4.8						4	3.2	7	5.6	118 94	
GM - 14	94		3	3.2				4	3.2	7	5.6	112 89	
MEN	93	98.9	3	3.2								6 4	
WOMEN	1	1.1					1	1.1	2	2.1	6	6.4	
GM - 15	18				1	5.6			2	2.1	6	6.4	88 93
MEN	18	100.0			1	5.6					1	5.6	17 94
WOMEN					1	5.6					1	5.6	17 94

65/GM 13-273  
 16/M 14-107  
 15-18

JOINT MESSAGEFORM

UNCLASSIFIED

PAGE	DTG RELEASER TIME			PRIORITY		CLASS	SPECIAL
	DATE TIME	MONTH	YR	ALT	INDEX		
01 OF 02	221600Z	MAY	84	PP	PP	UUUU	1431400Z

NO MESSAGE HANDLING INSTRUCTIONS

FROM: CINCUSAREUR HEIDELBERG GERMANY//AEAGB-SA//  
 TO: DA WASHDC//DAMI-ISI//  
 INFO DIA WASHDC//ACD//

UNCLAS

SUBJECT: CAREER PROGRAM 19--AFFIRMATIVE ACTION

1. IN ATTEMPTING TO MANAGE AFFIRMATIVE ACTION ASPECTS OF USAREUR CAREER PROGRAM (CP) MANAGEMENT, WE HAVE HAD SOME DIFFICULTY IN TWO AREAS:

- A. DETERMINING WORKFORCE NORMS AGAINST WHICH OUR EMPLOYEE POPULATION CAN BE EVALUATED;
- B. IDENTIFICATION OF BARRIERS TO EMPLOYMENT/ADVANCEMENT, SO AS TO DEVELOP MEASURES TO ELIMINATE OR COUNTER SUCH BARRIERS.

2. WITH RESPECT TO BARRIERS, WE FEEL THERE WERE HISTORIC EFFECTS WHICH RESULT IN RELATIVE LOW REPRESENTATION OF EXPERIENCED MINORITY MEMBERS IN HIGHER RANKS, E.G., SECURITY CLEARANCE CONSIDERATIONS, DISTRUST OF INTEL AND INVESTIGATIVE AGENCIES, POSSIBLY CULTURALLY BIASED SCREENING TESTS. HOWEVER, WE HAVE ONLY A FRACTIONAL SAMPLE OF WORLDWIDE CP 19 POPULATION ON WHICH TO BASE OUR ANALYSIS, AND DON'T HAVE A CLEAR PICTURE OF CURRENT ENTRY-LEVEL POOL.

DISTR

WRITER TYPE NAME TITLE OFFICE SYMBOL PHONE  
 CHARLES J. PETERSON GM-15 DAC  
 GB-SA HM: 7437  
 SPECIAL ASSISTANT TO THE 15 DC SI

UNCLASSIFIED

DD FORM 173/2 (OCR)

PREVIOUS EDITION IS OBSOLETE

JOINT MESSAGEFORM

SECURITY CLASSIFICATION

UNCLASSIFIED

PAGE	DTG/RELEASE TIME			PRECEDENCE		CLASS	SPECIAL	PRIORITY	MESSAGE HANDLING INSTRUCTIONS	1431400Z
	DATE TIME	MONTH	YR	ALL	INIT					
02	221600Z	MAY	84	PP	PP	UUUU				

3. WE WOULD APPRECIATE ANY DEMOGRAPHIC BREAKOUT YOU COULD FURNISH ON WHICH WE COULD EVALUATE NORMS OF MINORITY DISTRIBUTION BY GRADE LEVEL. WE WOULD FURTHER WELCOME RESULTS OF ANY EXAMINATION YOU MAY HAVE MADE CONCERNING EMPLOYMENT BARRIERS, TO INCLUDE ANY HISTORICAL TRENDS.

4. WE ALSO RECOGNIZE THAT THERE MAY BE CULTURAL AND LINGUISTIC FACTORS WHICH IMPACT ON WORKFORCE DEMOGRAPHICS IN A FOREIGN LOCATION. NONETHELESS, WE NEED TO LOOK AT THE OVERALL CP DATA BEFORE TRYING TO ADDRESS SPECIFIC THEATER ANOMOLIES WHICH MAY BE PRESENT.

5. REALIZE THAT THIS MAY NOT BE READILY AVAILABLE WITH DA, PARTICULARLY SINCE THIS IS A DOD-ADMINISTERED CAREER PROGRAM. HOWEVER, WOULD LIKE TO GET WHAT INFORMATION YOU HAVE IN CONJUNCTION WITH MY ATTENDANCE AT CP 19 CAREER PLANNING BOARD, AND DISCUSS PROBLEM WITH YOU AND DISCAS REPS.

6. APPRECIATE YOUR HELP. NATURALLY, WE'LL FURNISH YOU A COPY OF WHATEVER CONCLUSIONS WE REACH.

7. ACTION: C. PETERSON, AEAGB-SA, AV 370-7437.

DISTR

DRAFTER TYPED NAME	TITLE	OFFICE SYMBOL	PHONE
CHARLES J. PETERSON	GM-15	DAC	
B-SA HM: 7437			
SPECIAL ASSISTANT TO THE DCs DAC			

UNCLASSIFIED



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ASSISTANT CHIEF OF STAFF FOR INTELLIGENCE**  
**WASHINGTON, DC 20310-1001**

REPLY TO  
ATTENTION OF :

5 MAR 1985

**DAMI-ISI**

**SUBJECT: Equal Employment Opportunity (EEO)/Affirmative Action Program (AAP)  
Within Career Program 19**

**Career Program Managers**

1. The January 1985 Career Planning Board revealed the need for continued monitorship, at all functional levels, of our career program's progress toward full support of EEO/AAP.
2. Current Department of the Army policy requires our EEO/AAP efforts to remain as a central feature of career program management. Accordingly, we must continue to ensure the applicability of EEO/AAP objectives to our recruitment, selection, and advancement processes. Specifically, "recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a work force from all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge and skills, after fair and open competition which assures that all receive equal opportunity" (5 USCS § 2301).
3. Your past monitorship of EEO progress within our career program, and the follow-up actions you have taken to ensure full support for EEO are both appreciated and reflected in positive results; examples:
  - a. Total female employment has increased from 13.8 percent in FY 79, to 20.6 percent in FY 84.
  - b. Total Black employment has increased from 2.6 percent in FY 79, to 5.2 percent in 1984.
  - c. Total Hispanic employment has increased from 1.6 percent in 1979, to 2.3 percent in 1984.
  - d. Total minority employment increased from 8.5 percent in 1979, to 10.7 percent in FY 84.
  - e. 48.1 percent of our entry level positions in FY 84 were filled by women.

**DAMI-ISI**

**SUBJECT: Equal Employment Opportunity (EEO)/Affirmative Action Program (AAP)  
Within Career Program 19**

4. Your continued efforts will ensure that our trend toward career program-wide support for EEO/AAP will be sustained.

*Robert G. Priddy*  
**ROBERT G. PRIDDY/  
Special Assistant  
to the ACSI  
Functional Chief  
Representative**

FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM  
(FEORP)

TARGETED RECRUITMENT PROGRAM BASED ON UNDERREPRESENTATION IN  
VARIOUS CATEGORIES OF CIVIL SERVICE EMPLOYMENT (5 CFR, PART  
720).

(Sep 85)

FILE



## FEORP PLANS

- UNDERREPRESENTATION DETERMINATIONS
  - ASSESSMENT OF JOBS TO BE FILLED
  - ASSESSMENT OF JOBS TO BE FILLED INTERNALLY
- ASSESSMENT OF INTERNAL AVAILABILITY OF CANDIDATES
  - METHODS USED TO LOCATE/DEVELOP CANDIDATES
    - SPECIFIC EFFORTS TO RECRUIT
  - EFFORTS TO IDENTIFY JOBS FOR REDESIGN
    - RECRUITMENT PRIORITIES
- TRAINING AND JOB DEVELOPMENT PROGRAMS
  - PROBLEMS REQUIRING OPM ASSISTANCE

USAREUR CAREER PROGRAM MANAGERS

PARTICIPATE IN DEVELOPMENT OF PLAN

- IDENTIFY RECRUITMENT ACTIVITIES
- IDENTIFY JOB PRIORITIES

PARTICIPATE IN EXECUTION OF PLAN

- ASSIST IN LOCATING CANDIDATES
- REENGINEER POSITIONS

EVALUATE ACCOMPLISHMENTS

- DETERMINE WHAT DID/DID NOT WORK
- IDENTIFY BARRIERS

MONITOR PROGRESS

### HQ USAREUR RECRUITMENT PRIORITIES

-ACHIEVE AND MAINTAIN A WORKFORCE REPRESENTATIVE OF MINORITIES AND WOMEN IN THE US.

-ACHIEVE AND MAINTAIN THE REPRESENTATION OF WOMEN AND MINORITIES IN ALL US CAREER FIELDS AND OTHER OCCUPATIONS AT LEVELS COMMENSURATE WITH THE US CIVILIAN LABOR FORCE.

-ACHIEVE AND MAINTAIN THE REPRESENTATION OF MINORITIES AND WOMEN IN HIGHER GRADED US POSITIONS COMMENSURATE WITH THE US CIVILIAN LABOR FORCE.

HQ USAREUR TARGETED  
RECRUITMENT PRIORITIES

MANAGEMENT ANALYST, GS-343-9/11/12  
CP-11/26/30

ACCOUNTANT, GS-510-9/11/12  
CP-11

GENERAL ENGINEER, GS-801-9/11/12/13  
CP-18

QUALITY ASSURANCE SPECIALIST, GS-1910-11/12  
CP-20

SUPPLY PROGRAM MANAGEMENT, GS-2003-11/12  
CP-13

PROCUREMENT/CONTRACT SPECIALIST, GS-1102-11/12  
CP-14

BUDGET ANALYST, GS-560-9/11/12  
CP-11

EDUCATION/TRAINING SPECIALIST, GS-1710-9/11/12  
CP-31

APPENDIX D

TARGETED OCCUPATIONS

USAREUR occupational series targeted for recruitment are listed by occupational categories: professional, administrative, technical, clerical, other (PATCO). The series targeted are based on the severity of the underrepresentation and the expected hiring opportunities. The minority and sex groups needed at the various grade levels are coded as follows:

Male = M      Female = F

White = 1  
Black = 2  
Hispanic = 3  
Asian/Pacific Islander = 4  
American Indian/Alaskan Native = 5

The grade level designations are:

Entry -- GS, WG-1 - 8	NA, NL, NS-1 - 6	UA, AS, PS- 1 - 8
Mid -- GS, WG-9 - 12	NA, NL, NS-7 - 11	UA, AS, PS-9 - 12
Senior-- GS, WG-13 and above	NA, NL, NS-12 and above	UA, AS, PS-13 and above

USAREUR TARGETED OCCUPATIONS FOR FEORPPROFESSIONAL

SERIES	ENTRY	MID	SENIOR
GS-020	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-101	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-131	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-170	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-180	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-403		M 4,5/F 4,5	M 3-5/F 1-5
GS-405		M 4,5/F 4,5	M 3-5/F 1-5
GS-510	MF 2-5	M 4,5/F 1,4,5	
GS-511	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-601		M 4,5/F 4,5	M 3-5/F 1-5
GS-602		M 4,5/F 4,5	M 3-5/F 1-5
GS-630		M 4,5/F 4,5	M 3-5/F 1-5
GS-631		M 4,5/F 4,5	M 3-5/F 1-5
GS-633		M 4,5/F 4,5	M 3-5/F 1-5
GS-644		M 4,5/F 4,5	M 3-5/F 1-5
GS-660		M 4,5/F 4,5	M 3-5/F 1-5
GS-665		M 4,5/F 4,5	M 3-5/F 1-5
GS-680		M 4,5/F 4,5	M 3-5/F 1-5
GS-690		M 4,5/F 4,5	M 3-5/F 1-5
GS-801		M 2,5/F 1-5	
GS-810	M 2-5/F 2-5	M 5/F 1-5	M 2,3,5/F 1-5
GS-819		M 5/F 1-5	M 2,3,5/F 1-5
GS-830		M 5/F 1-5	M 2,3,5/F 1-5
GS-850		M 5/F 1-5	M 2,3,5/F 1-5
GS-855		M 5/F 1-5	M 2,3,5/F 1-5
GS-896		M 5/F 1-5	M 2,3,5/F 1-5
GS-905	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-1015	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-1301	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-1320	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-1370	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-1410	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-1515	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5
GS-1701	M 2-5/F 3-5	M 3-5/F 4,5	
GS-1710	M 2-5/F 3,4	M 3,4/F 3-5	M 3-5/F 1-5
GS-1750	M 2-5/F 2,3,5	MF 3-5	M 2,4,5/F 2-5

ADMINISTRATIVE

SERIES	ENTRY	MID	SENIOR
GS-030	M 3,4/F 1-5	M 4,5/F 1-5	
GS-080		M 3-5/F 1-5	
GS-132		M 3-5/F 1-5	
GS-187		M 3-5/F 3,5	
GS-188		M 3-5/F 3,5	
GS-201	M 2-5/F 3-5		M 2-5/F 1,3-5
GS-212	M 2-5/F 3-5		M 2-5/F 1,3-5
GS-221	M 2-5/F 3-5		M 2-5/F 1,3-5
GS-230	M 2-5/F 3-5		M 2-5/F 1,3-5
GS-235	M 2-5/F 3-5		M 2-5/F 1,3-5
GS-334		M 3/F 2,3,5	M 3,5/F 1-5
GS-340		M 5/F 1-3,5	
GS-341		M 5/F 1-3,5	
GS-342	M 4,5/F 1,2,4,5		
GS-343		M 5/F 1-3,5	
GS-343		M 2/F 2,3,5	M 2-5/F 1-5
GS-345		M 2-5/F 1-5	M 3-5/F 2-5
GS-346		M 3,4/F 1-5	
GS-501		M 2-5/F 1-5	M 3-5/F 2-5
GS-505		M 2-5/F 1-5	M 3-5/F 2-5
GS-560		M 2-5/F 5	
GS-1035		M 2,4,5/F 2,3,5	
GS-1040		M 2,3,5/F 1-5	
GS-1051		M 3-5/F 3,5	
GS-1054		M 3-5/F 3,5	
GS-1056		M 3-5/F 3,5	
GS-1071		M 2,3,5/F 1-5	
GS-1082		M 2,3,5/F 1-5	
GS-1084		M 2,3,5/F 1-5	
GS-1102		M 2,3,5/F 1-5	
GS-1103		M 2,3,5/F 1-5	
GS-1104		M 3,5/F 1-5	M 2-5/F 1-5
GS-1173		M 3,4/F 1,2,4,5	M 4/F 1-5
GS-1670		M 5/F 1-3,5	
GS-1712		M 5/F 1-3,5	
GS-1890		M 2-5/F 1-5	
GS-1910		M 2-5/F 1-3,5	
GS-2001		M 3,5/F 1-5	M 2-5/F 1-5
GS-2003		M 3,5/F 1-5	M 2-5/F 1-5
GS-2010		M 3,5/F 1-5	M 2-5/F 1-5
GS-2030		M 3,5/F 1-5	M 2-5/F 1-5
GS-2101		M 2-5/F 1-5	
GS-2130		M 2-5/F 1-5	
GS-2150		M 2-5/F 1-5	

TECHNICAL

SERIES	ENTRY	MID	SENIOR
GS-1311	M 2,4/F 1,4,5		
GS 1411	M 2-5/F 4,5		
GS-1670	M 3-5/F 1,3-5	M 3-5/F 1-5	
GS-1702	M 2-5/F 4,5		
GS-1802	M 3-5/F 1,3-5	M 3-5/F 1-5	
GS-1960	M 3-5/F 1,3-5	M 3-5/F 1-5	
GS-2001		M 5/F 1-5	
GS-2005		M 5/F 1-5	
GS-2102:	M 3-5/F 1,3-5	M 3-5/F 1-5	



CLERICAL

SERIES.	ENTRY	MID	SENIOR
GS-134	M 2-5/F 3-5	M 3-5/F 1-5	
GS-203	M 2-5/F 4		
GS-204	M 2-5/F 4,5		
GS-301	M 2-5/F 4		
GS-302	M 2-5/F 3-5	M 3-5/F 1-5	
GS-303	M 2-5/F 4		
GS-304	M 2-5/F 3-5	M 3-5/F 1-5	
GS-305	M 3-5/F 1,3-5		
GS-312	M 2-5/F 3-5	M 3-5/F 1-5	
GS-313	M 2-5/F 3-5	M 3-5/F 1-5	
GS-316	M 2-5/F 3-5	M 3-5/F 1-5	
GS-318	M 2-5/F 4		
GS-319	M 2-5/F 3-5	M 3-5/F 1-5	
GS-322	M 2-5/F 4,5		
GS-335	M 2-5/F 4		
GS-344	M 2,5/F 2-5		
GS-350	M 2-5/F 4		
GS-356	M 2-5/F 4		
GS-357	M 2-5/F 4		
GS-382	M 2-5/F 4		
GS-394	M 2-5/F 4		
GS-503	M 2-5		
GS-530	M 2-5/F 3,4		
GS 540	M 2-5/F 3,4		
GS-544	M 2-5/F 5		
GS-545	M 2-5/F 5		
GS-561	M 2-5		
GS-590	M 2-5/F 5		
GS-679	M 2-5/F 4,5		
GS-986	M 4,5/F 2-5		
GS-998	M 2-5/F 3,4		
GS-1001	M 4,5/F 2-5		
GS-1021	M 4,5/F 2-5		
GS-1046	M 4,5/F 2-5		
GS-1087	M 4,5/F 2-5		
GS-1101	M 4,5/F 2-5		
GS-1106	M 2-5		
GS-1531	M 4,5/F 2-5		
GS-2102	M 3-5/F 3-5		
GS-2131	M 3-5/F 3-5		
GS-2132	M 3-5/F 3-5		
GS-2134	M 3-5/F 3-5		
GS-2151	M 3-5/F 3-5		

OTHER

SERIES	ENTRY	MID	SENIOR
GS-007	M 4/F 1-5		
GS-085	M 4/F 1-5		

TRADES AND CRAFTS

SERIES	ENTRY	MID	SENIOR
WG-2604	M 5/F 1-5		
WG-2610	M 5/F 1-5		
WG-2805	M 5/F 1-5		
WG-2854	M 5/F 1-5		
WG-3101	M 2-5/F 1		
WG-3105	M 2-5/F 1		
WG-3106	M 2-5/F 1		
WG-3111	M 2-5/F 1		
WG-3118	M 2-5/F 1		
WG-3501	F 1,3		
WG-3502	F 1,3		
WG-3506	F 1,3		
WG-3566	F 1,3		
WG-3816	M 5/F 1-5		
WG-3901	M 5/F 1-5		
WG-3910	M 5/F 1-5		
WG-3911	M 5/F 1-5		
WG-3940	M 5/F 1-5		
WG-4010	M 4,5/F 1,3,5		
WG-4102	M 4,5/F 1,3,5		
WG-4361	M 4,5/F 1,3,5		
WG-4401	M 4,5/F 1,3,5		
WG-4402	M 4,5/F 1,3,5		
WG-4417	M 4,5/F 1,3,5		
WG-4419	M 4,5/F 1,3,5		
WG-4604	M 4,5/F 1,3,5		
WG-4605	M 4,5/F 1,3,5		
WG-4607	M 4,5/F 1,3,5		
WG-4701	M 4,5/F 1,3,5		
WG-4749	M 4,5/F 1,3,5		
WG-4801	M 4,5/F 1,3,5		
WG-4805	M 4,5/F 1,3,5		
WG-4806	M 4,5/F 1,3,5		
WG-5003	M 5/F 1-5		
WG-5330	M 5/F 1-5		
WG-5413	M 5/F 1-5		
WG-5801	M 3,4/F 1-5		
WG-5803	M 3,4/F 1-5		
WG-5806	M 3,4/F 1-5		
WG-5823	M 3,4/F 1-5		
WG-6502	M 5/F 1-5		
WG-6901	M 3/F 1		
WG-6904	M 3/F 1		
WG-6907	M 3/F 1		
WG-6908	M 3/F 1		
WG-6912	M 3/F 1		
WG-6914	M 3/F 1		
WG-7002	M 3-5/F 1,3,5		
WG-7004	M 3-5/F 1,3,5		

TRADES AND CRAFTS

SERIES	ENTRY	MID	SENIOR
WG-7006	M 3-5/F 1,3,5		
WG-7009	M 3-5/F 1,3,5		
WG-7304	M 5/F 1-5		
WG-7306	M 5/F 1-5		
WG-8862	M 5/F 1-5		



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY, EUROPE, and SEVENTH ARMY**  
**APO 09403**

AEAE

26 AUG 1985

SUBJECT: Hispanic Employment Program

SEE DISTRIBUTION

This letter expires 1 year from date of publication.

1. The Hispanic Employment Program (HEP) in the Army in Europe needs support. The HEP is essential to improving the representation of Hispanics in the workforce.
2. Enclosure 1 lists HQDA recommendations to help commanders evaluate their local HEP. Enclosure 2 identifies initiatives requiring immediate action in the Army in Europe. The initiatives in the enclosures, which incorporate regulatory requirements as well as current and anticipated program needs, should improve the HEP before the Hispanic Employment Program Evaluation is submitted for calendar year 1985.
3. Point of contact, HQ USAREUR/7A, is Ms Buther (AEAE, HDG M11 (2121-)/ETS (370-)6377/7030).

FOR THE COMMANDER IN CHIEF:

C. J. FIALA  
Major General, GS  
Chief of Staff

2 Encl

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- 3 - AG, USAREUR (2 - AEAAG-ALU; 1 - AEAAG-APP-E)
- 1 - Ea USAREUR Career Prog Mgr

	<u>DA</u>	<u>MACOM</u>	<u>INST</u>
oo ESTABLISH APPROPRIATE REVIEW PROCEDURES OF SELECTION PROCESS		X	X
o LENGTHY SECURITY CLEARANCE PROCESS			
oo USE TEMPORARY APPOINTMENTS AND INTERIM CLEARANCE AUTHORITY		X	X
o LACK OF HISPANICS IN THE WORK FORCE			
oo INCREASE SCHEDULE B APPOINTMENTS	X	X	X
oo IMPROVE COMMUNICATION WITH TARGET SOURCES	X	X	X
oo WORKSHOPS AND CONFERENCES	X	X	X
oo VIDEOTAPE AND OTHER RECRUITMENT MATERIAL		X	X
oo INCLUDE CAREER COUNSELING AND OTHER DEVELOPMENTAL ACTIONS IN PERFORMANCE STANDARDS OF MANAGERS, WHERE NEED IS INDICATED			X
oo EXPAND USE OF DELEGATED EXAMINING AUTHORITY, WHERE OPM'S CRITERIA CAN BE MET			X
o HEPM EXCLUDED AS A MEMBER OF THE RECRUITING TEAM			
oo EMPHASIZE BENEFIT OF PARTICIPATION IN RECRUITMENT		X	X
o THE RESTRICTIVE AREA OF CONSIDERATION SCREENS OUT LARGE NUMBERS OF HISPANICS			
oo EXPAND AREA OF CONSIDERATION CONSISTENT WITH AFFIRMATIVE ACTION OBJECTIVES		X	X
o LACK OF TRAINING			
oo MORE SELECTIONS FOR IN HOUSE TRAINING PROGRAMS			X
oo INCREASE THE PARTICIPATION OF HEPM IN DA/DCSPER COURSES	X	X	
oo INCREASE NOMINATIONS FOR LONG-TERM TRAINING	X	X	
oo INCREASE PARTICIPATION OF HISPANICS IN MANAGERIAL TRAINING	X	X	X



DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL  
WASHINGTON, DC 20310

REPLY TO  
ATTENTION OF

DAPE-CPA

28 February 1985

SUBJECT: Comprehensive Affirmative Action Programs for the Hiring,  
Placement and Advancement of Handicapped Individuals

SEE DISTRIBUTION

1. References:

a. Equal Employment Opportunity Commission Management Directive 712,  
dated 29 March 1983, subject as above.

b. DAPE-CPS letter, dated 29 June 1983, subject as above.

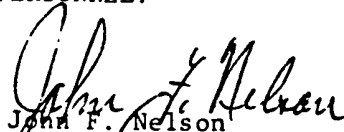
c. DAPE-CPS letter, dated 5 April 1984, subject as above.

2. References b and c required that provisions of MD-712 be implemented at each Army installation/activity. In order to ensure that this has been done, you are requested to make a consolidated report of the extent to which this directive has been implemented. As appropriate, give examples of actions taken, such as requirements established in position descriptions for officials who have responsibilities for implementing this directive (e.g. personnel officers, procurement officials, handicapped program managers, etc.). Also, give examples of supportive devices purchased to enable full utilization of handicapped employees. Enclosed is the EEO-MD-712 - Suggested Documentation for your assistance in accomplishing this review.

3. Please forward your consolidated report to: HQDA (DAPE-CPA),  
Washington, D. C. 20310-0300, NLT 26 April 1985.

4. If you have any questions, please contact Mr. James T. Morton,  
Director, Handicapped Program. He may be reached at (202) 694-4340 or  
Autovon: 224-4340.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

  
John F. Nelson  
Chief, Affirmative Action  
Office

Enclosures

DAPE-CPA

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CHIEF, U.S. ARMY CIVILIAN PERSONNEL CENTER

ADMINISTRATOR, U.S. ARMY CIVILIAN APPELLATE REVIEW AGENCY



EEO-MD-712  
SUGGESTED DOCUMENTATION

BASIC PROGRAM ELEMENTS	REQUIREMENTS	SUGGESTED DOCUMENTATION
Alternative Selection Procedures	Agencies are to analyze selection procedures in order to identify those that impede hiring, placement, and advancement of handicapped individuals and to institute alternatives.	<ul style="list-style-type: none"> <li>- Time-limited affirmative action plans and accomplishment reports</li> <li>- Procedural manuals, operation letters, memoranda to managers, and other instructional tools used to communicate alternatives</li> <li>- Language in vacancy announcements</li> <li>- Physical and mental requirements in position descriptions</li> </ul> <p style="text-align: center;">710</p>
Excepted Appointing Authorities	Agency managers and personnel specialists must be made aware of procedures for use of excepted authorities and establish mechanisms by which applications are forwarded to selecting officials.	<ul style="list-style-type: none"> <li>- Procedural manuals, operation letters, memoranda to managers, training modules, and other instructional tools used by supervisors, managers, personnel specialists, and recruiters</li> </ul> <p style="text-align: center;">710</p>
Merit Promotion	Agencies are to establish mechanisms by which handicapped individuals employed under or eligible for excepted authorities are considered for vacancies announced through the merit promotion program.	<ul style="list-style-type: none"> <li>- Instructions to organizational units and installations</li> <li>- Merit promotion plans and announcements</li> <li>- Rating plans that specify alternative procedures for consideration of handicapped individuals eligible for excepted appointments</li> </ul> <p style="text-align: center;">710</p>
Other Promotional Opportunities	Agencies should make every effort to advance handicapped employees, particularly those with targeted disabilities, as rapidly as is justified by job performance and individual potential.	<ul style="list-style-type: none"> <li>- Procedural manuals, operation letters, memoranda to managers, training modules, and other instructional tools used by supervisors, managers, personnel specialists, and training personnel</li> </ul> <p style="text-align: center;">710</p>
Upward Mobility	Agencies are to include handicapped individuals, particularly those with targeted disabilities, in upward mobility programs and are to assure that these individuals have equitable opportunities to participate.	<ul style="list-style-type: none"> <li>- Upward mobility plans</li> <li>- Vacancy announcements for upward mobility slots</li> </ul> <p style="text-align: center;">710</p>

EEO-MD-712  
SUGGESTED DOCUMENTATION

BASIC PROGRAM ELEMENTS	REQUIREMENTS	SUGGESTED DOCUMENTATION
Affirmative Attitudes	Agencies are to plan and conduct training programs and special events that foster affirmative attitudes toward handicapped individuals.	<ul style="list-style-type: none"> <li>- Training program curricula</li> <li>- Programs from special events</li> <li>- Internal newsletters and magazines</li> </ul> <p style="text-align: center;"><i>No</i></p>
Awards <i>no with</i>	Agencies are to assure that handicapped employees whose work is outstanding have equitable opportunities to win incentive and other performance awards, especially quality step increases and bonuses.	<ul style="list-style-type: none"> <li>- Procedural manuals, operation letters, memoranda to managers, and other instructional tools used to prescribe procedures for giving awards</li> </ul> <p style="text-align: center;"><i>No</i></p> <p style="text-align: right;">STAT</p>
Staffing Commitments	Each agency with 3,000 or more employees should have a full-time qualified handicapped program manager at headquarters and in each organizational unit and field installation with 3,000 or more employees.	<ul style="list-style-type: none"> <li>- Delegation of responsibility</li> <li>- Position descriptions</li> <li>- Allocation of personnel resources</li> <li>- Ranking factors in vacancy announcements</li> </ul> <p style="text-align: center;"><i>No</i></p>
Internal Guidance	Each agency is to issue periodic (at least annual) guidance to personnel who have responsibilities with respect to the comprehensive affirmative action program for handicapped individuals.	<ul style="list-style-type: none"> <li>- Policy statements</li> <li>- Memoranda to responsible officials</li> <li>- Internal orders</li> <li>- Directives</li> </ul> <p style="text-align: center;"><i>No</i></p>
Delegation of Authority <i>no</i>	Agencies are to delegate authority and assign duties and responsibilities to agency personnel in order to assure efficient and thorough implementation of the comprehensive affirmative action program.	<ul style="list-style-type: none"> <li>- Organization charts and lines of authority</li> <li>- Internal orders</li> <li>- Position descriptions of responsible officials</li> </ul> <p style="text-align: center;"><i>Yes</i></p> <p style="text-align: right;">STAT</p>

SUGGESTED DOCUMENTATION

BASIC PROGRAM ELEMENTS	REQUIREMENTS	SUGGESTED DOCUMENTATION
Handicapped Employees Advisory Committee	Agencies are to provide leadership, guidance, and resources for establishment of Handicapped Employees Advisory Committees.	<ul style="list-style-type: none"> <li>- Charter <i>no</i></li> <li>- Membership lists</li> <li>- Criteria for selection of committee members</li> <li>- Agenda and recommendations from meetings held</li> </ul>
Cooperation with Unions	Agencies are to review collective bargaining agreements to identify provisions that may be problematic and are to seek union cooperation with respect to affirmative action for handicapped individuals.	<ul style="list-style-type: none"> <li>- Collective bargaining agreements <i>n/A</i></li> <li>- Correspondence with unions</li> </ul>
Outside Liaison	Agencies should maintain liaison with national and local agencies and organizations concerned with rehabilitation and employment of handicapped individuals.	<ul style="list-style-type: none"> <li>- List of national and local agencies and organizations concerned with rehabilitation and employment of handicapped individuals with which liaison is maintained <i>no</i></li> <li>- Correspondence, meeting agenda and reports, recruitment plans, and other documented evidence that liaison is established and maintained</li> </ul>
Selective Placement Program	As part of the comprehensive affirmative action program for handicapped individuals, agencies are to maintain a selective placement program pursuant to instructions in FPM Chapter 306.	<ul style="list-style-type: none"> <li>- Position descriptions of coordinators for selective placement</li> <li>- Procedural manuals, operation letters, memoranda, training modules and other instructional tools used by selective placement and other personnel specialists responsible for program implementation</li> </ul> <p style="text-align: center;"><i>no</i></p>
Complaint Procedures <i>CFM</i>	Agencies are to assure that personnel who counsel employees about their rights under regulations prohibiting discrimination are knowledgeable about the rights of handicapped individuals.	<ul style="list-style-type: none"> <li>- Position descriptions of EEO specialists</li> <li>- Collateral duty descriptions for EEO counselors</li> <li>- Training curricula of courses taken by those individuals who provide counseling to handicapped employees.</li> <li>- Fact sheets or pamphlets</li> </ul> <p style="text-align: center;"><i>n/A</i></p>



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY, EUROPE, and SEVENTH ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF, PERSONNEL  
APO NEW YORK 09403

REPLY TO  
ATTENTION OF:

AEAGA-CE

4 APR 1985

SUBJECT: Disabled Veteran Affirmative Action Program

SEE DISTRIBUTION

1. A copy of the Army-wide Affirmative Action Program plan update for FY 85 and Report of Accomplishments for FY 84 are forwarded for review. A copy of the plan must be available to employees, applicants, and on-site review teams as requested.
2. POC, Mrs. Dopson, HDG Mil (2121-) 8781/8623.

FOR THE DEPUTY CHIEF OF STAFF, PERSONNEL:

1 Encl  
as


*for* *Andrew F. Foreman*  
 ANDREW F. FOREMAN  
 Assistant Deputy Chief of Staff,  
 Personnel (Civilian Personnel)

DISTRIBUTION:

- Cdr, V Corps, ATIN: AETVCP, APO 09079
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- ea CCPO - Ansbach, Aschaffenburg, Augsburg, Bad Kreuznach, Bamberg, Baumholder, Bremerhaven, Burtonwood, Darmstadt, Frankfurt, Fulda, Garmisch, Giessen, Hanau, Kaiserslautern, Karlsruhe, Livorno, Mannheim, Munich, Nuernberg, NSSG(US), Pirmasens, Rheinberg, Schweinfurt, Stuttgart, Vicenza, Wiesbaden, Wuerzburg, and Zweibruecken

- 5. Copies of Army's Disabled Veteran Affirmative Action Plan must be available at each operating activity for review by employees, applicants and Army on-site review teams as requested.

BY ORDER OF THE SECRETARY OF THE ARMY:

  
DONALD J. DELANDRO  
Brigadier General, USA  
The Adjutant General

Enclosure

DISTRIBUTION:  
See page 3

**DISABLED VETERAN AFFIRMATIVE ACTION PLAN (DVAAP)  
ACCOMPLISHMENT REPORT**

1. Army progress in DVAAP implementation. In FY 84, Army activities continued to display a commitment to providing employment and advancement opportunities for disabled veterans. The charts below reflect the Army-wide representation of disabled veterans (chart 1) and their general schedule occupational distribution (chart 2) and changes since FY 83.

Chart 1

	<u>Total</u>	<u>GS</u>	<u>GS/GM 12+</u>	<u>Wage System</u>
<u>Disabled Veterans</u>	23186	14147	3323	9021
Representation	6.8%	5.6%	6.0%	10.3%
Representation Change	+0.1%	+0.1%	+0.1%	+0.3%
Total Change	+4.0%	+6.9%	+6.4%	-0.4%

While there was a 3.0% decrease in the total wage system, there was only a 0.4% decrease for disabled veterans. The reduction in the wage system reflects a continuing impact due to contracting out.

Chart 2

	<u>Professional</u>	<u>Administrative</u>	<u>Technical</u>	<u>Clerical</u>	<u>Other</u>
<u>Disabled Veterans</u>	1410	5670	3250	2630	1187
Distribution	6.1%	24.5%	14.0%	11.4%	5.1%
Change	-0.5%	+11.1%	+2.4%	+7.8%	+8.8%

The number of disabled veterans decreased by 0.5% in the professional category this year. During 1985, there will be more emphasis placed on the recruitment and advancement of disabled veterans into the professional category.

2. Recruitment and employment methods. The Army continues to use these methods of recruitment and employment from FY 83, because of our continuing success in the employment of disabled veterans. The Army has the largest number of disabled veterans employed in the Federal Government, excluding the Postal Service.

Enclosure

a. Installations have established bulletin boards in order to make disabled veterans who are employed with Army aware of open Civil Service examinations and announcements.

b. Army activities have provided training and otherwise publicized information about the special counseling programs available through VA and Vocational Rehabilitation services, to facilitate successful employment of disabled veterans.

c. Army activities have provided on-post counseling office space for VA counselors.

d. Commanders have issued statements of support, and local programs have been implemented for the employment of handicapped individuals, including disabled veterans.

e. Removal of physical barriers at Army activities impacts positively on manager acceptance and utilization of disabled veterans.

4. Monitoring, review and evaluation of major command and installation programs. The principal method for monitoring and evaluating program progress is through Army's centralized on-site personnel management evaluation system. Individual programs are evaluated and commanders are provided feedback as to their adequacy. Additionally, Headquarters, Department of Army and installations receive quarterly statistical information regarding representation and personnel actions involving disabled veterans.



SECRETARY OF THE ARMY  
WASHINGTON

30 May 1984

MEMORANDUM FOR ARMY MANAGERS AND SUPERVISORS

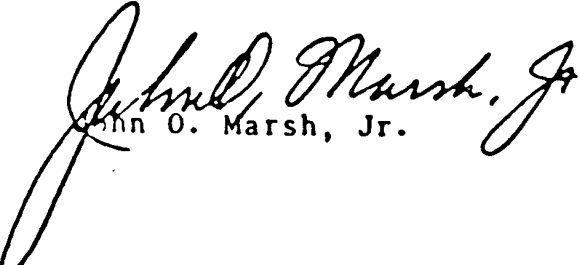
SUBJECT: Disabled Veteran Affirmative Action  
Program

The Army's Disabled Veteran Affirmative Action Program promotes employment and job advancement for disabled veterans, especially those who are 30 percent or more disabled. A copy of the FY 84 program plan, which describes responsibilities for program implementation and recommends recruitment and advancement methods, was distributed in January 1984 for action at Major Army Command and installation levels.

The Office of Personnel Management recently commended the Army for increasing disabled veteran employment. In FY 83 disabled veterans were 6.4 percent of all accessions (including 2.3 percent for 30 percent disabled veterans), and the Army exceeded the average of Executive Branch agencies in the employment of disabled veterans, as well as in other categories of veteran employment.

To maintain this progress, we must continue our employment initiatives and, where possible, expand our working relationships with veterans' organizations.

I know that you will continue to support the Army's effort to ensure that this deserving group of citizens is given every possible opportunity to become productive Army civilian employees.

  
John O. Marsh, Jr.



d. The Director, Personnel and Employment Service - Washington, Office, Secretary of the Army, is designated as the Department of the Army's Chief Coordinator for DVAAP for the Washington, D. C. Metropolitan Area.

e. Each Major Army Command (MACOM) and activity will have a designated coordinator for DVAAP who should be at a sufficiently high level of responsibility in the organization so as to foster effective implementation of all facets of the program. In view of the overlapping program areas, it is recommended that this coordinator function be combined with that of the Coordinator for Selective Placement of Handicapped persons, described in AR 690-300, chapter 306, paragraph 3-2c. In addition, these individual's performance appraisals should reflect their responsibility for the DVAAP.

#### 5. Status of Disabled Veterans

a. Using the work force analysis and guidance provided by HQDA, MACOM, and Field Operating Activities will determine the need for and level of development of DVAAP to supplement the Army-wide plan.

b. The following assessment is based upon a review of information obtained from OPM's Civilian Personnel Data File (CPDF), Army's CIVPERSINS, and field reports. The charts below reflect representation of disabled veterans (Chart 1) and their occupational distribution (Chart 2), and changes since FY 83.

Chart 1

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Change	-0.5%	+11.1%	+2.4%	+7.8%	+8.8%

c. Communication. Army MACOM and activities will be informed on at least an annual basis, of their responsibilities in DVAAP and of programs in DVAAP through evaluation letters from HQDA.

d. Program Monitoring. The Army DVAAP Coordinator will review program accomplishments annually in conjunction with reviews of the AAP for the Handicapped. The DVAAP will be monitored in the following ways:

(1) The Civilian Personnel Data File (CPDF) administered by OPM contains veterans preference indicators that are based on the definitions of "veteran" and "disabled veteran" that are found in 5 U.S.C. 2108. Submitting offices should continue to follow instructions for veterans preference in FPM chapter 211, subchapter 2 with regard to entitlement to veterans preference.

(2) HQDA will review data provided in the Army CIVPERSINS. CIVPERSINS currently generates the DCSPER 279 "EEO Monitoring System" on a quarterly basis to all MACOMs and activities. The "Army Work Force Profile by Handicapped and Disabled Veterans" (RCS 279-EEO) is a summary of disabled veterans in the work force, sorted by pay plan, grade, and veterans preference. It appears in the EEO Monitoring System as follows:

Part I, Section 7 reports Army-wide data; Part II, Section 7 reports by MACOM; and Part III, Section 6 reports by SON. In addition, a CIVPERSINS monthly "Report of Veterans," (RCS DCSPER 499) will be available to MACOMs upon request to U. S. Army, Civilian Personnel Center (PECC-CI), 200 Stovall Street, Alexandria, Virginia 22332.

(3) Within Army the annual accomplishment report for AAP for hiring, placement, and advancement of handicapped individuals (RCS 0234-EEO-AN) will retain the data on disabled veterans in the work force profiles. An evaluation of DVAAP will be conducted in conjunction with evaluation of the AAP for hiring, placement, and advancement of handicapped individuals.

(4) On-site personnel management surveys include a review of installation affirmative efforts to employ and advance disabled veterans together with the review of the AAP for Handicapped Individuals.

7. Labor-Management Relations. Agency programs and plans must be consistent with 5 U.S.C. chapter 71, Labor Management Relations, and any applicable labor agreements. Agencies should negotiate, as appropriate, with recognized labor organizations, and solicit their support in designing and carrying out affirmative programs for disabled veterans. In addition, local unions should be encouraged to support the Disabled Veteran Affirmative Action Program.



DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, DC 20310-2100

HQDA LTR 690-85-3

REPLY TO  
ATTENTION OF  
- DAPE-CPA (M) (3 Feb 85)

11 March 1985

Expires 11 March 1987

SUBJECT: Disabled Veteran Affirmative Action Program

SEE DISTRIBUTION

1. Reference: FPM Chapter 720, Subchapter 3, subject as above.
2. A copy of the Army-wide Affirmative Action Program plan update for FY 85 and Report of Accomplishments for FY 84 are at enclosure 1. Army's goal for FY 85 remain as follows:

Disabled Veterans - 2% of accessions

Goals and accomplishments for FY 84 are cited below:

	<u>Goal %</u>	<u>Actual % Accomplishment</u>
Disabled Veterans	2.0	6.4

In addition the Army has an accession rate of 2.4 percent for 30 percent disabled veterans.

3. The Army's Disabled Veteran Affirmative Action Program promotes employment and job advancement for disabled veterans, especially those who are 30 percent or more disabled. The FY 85 program plan, which describes responsibilities for program implementation and recommends recruitment and advancement methods will be distributed for action at Major Army Command and installation levels. The disabled veteran work force is 6.8 percent of the total Army employment, which is well above the Federal average of 4.6 percent.

4. While this progress is satisfying, we must improve the retention and utilization of these employees. Accordingly, during this year our objectives will be to reduce the present loss rate of 6.2 percent and enhance the advancement opportunities for disabled veterans.

SUBJECT: Disabled Veteran Affirmative Action Program

DISTRIBUTION:

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HQDA (DAEN-PEZ-A)

NGB-DA

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US ARMY EUROPE AND SEVENTH ARMY

COMMANDERS

US ARMY MATERIEL COMMAND

US ARMY INTELLIGENCE AND SECURITY COMMAND

US ARMY INFORMATION SYSTEMS COMMAND

MILITARY TRAFFIC MANAGEMENT COMMAND

US ARMY MILITARY DISTRICT OF WASHINGTON

US ARMY HEALTH SERVICES COMMAND

US ARMY FORCES COMMAND

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US ARMY, JAPAN

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US ARMY WESTERN COMMAND

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US ARMY CRIMINAL INVESTIGATION COMMAND

US ARMY TROOP SUPPORT AGENCY

US ARMY BALLISTIC MISSILE DEFENSE SYSTEMS COMMAND

MILITARY ENLISTMENT PROCESSING COMMAND

CHIEF, US ARMY CIVILIAN PERSONNEL CENTER

ADMINISTRATOR, US ARMY CIVILIAN APPELLATE REVIEW AGENCY

**DISABLED VETERAN AFFIRMATIVE ACTION PLAN (DVAAP)  
ACCOMPLISHMENT REPORT**

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Enclosure

a. Installations have established bulletin boards in order to make disabled veterans who are employed with Army aware of open Civil Service examinations and announcements.

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DEPARTMENT OF ARMY  
DISABLED VETERANS  
AFFIRMATIVE ACTION PLAN  
(DVAAP)

FY 1985

## DISABLED VETERAN AFFIRMATIVE ACTION PROGRAM

### 1. Purpose and Background

a. This document sets policies and procedures for managing the DA Disabled Veteran Affirmative Action Program (DVAAP). It applies to all activities of the Department of the Army financed by appropriated funds, and covers all employees and applicants for employment except the Senior Executive Service and noncitizens employed outside the limits of the United States.

b. The policies and procedures set forth here are directly related to those in AR 690-300, chapter 306, Selective Placement, and those in current Army Affirmative Action Program (AAP) for hiring, placement, and advancement of handicapped individuals. This plan was developed according to the Office of Personnel Management's final regulations for a Federal Affirmative Action Program for Disabled Veterans published in Federal Personnel Manual chapter 720, subchapter 3. In addition, there are other OPM regulations that include FPM chapter 211 Veterans Preference, and FPM chapter 307 Veterans Readjustment Appointments which impact on the program.

2. Definitions. The Civilian Personnel Data File (CPDF) administered by Office of Personnel Management (OPM), is the official record of the status of disabled veterans employment in the Army. The CPDF is based on definitions of disabled veteran found in 5 U.S.C. 2108, rather than on the 38 U.S.C. 2011. For DVAAP purposes, use the definitions for entitlement to veterans preference provided in FPM chapter 211.

3. Policy. It is the policy for the Department of the Army to hire, train and promote disabled veterans especially those who are 30 percent or more disabled, to the extent possible. The Army will conduct the DVAAP in conjunction with its other Affirmative Action programs.

### 4. Program Responsibility

a. Primary responsibility for the Department of the Army DVAAP rests with Mr. Delbert L. Spurlock, the Assistant Secretary of the Army (Manpower and Reserve Affairs (ASA(M&RA))).

b. The Deputy Chief of Staff for Personnel has responsibility for ensuring effective Army-wide program administration.

c. The Department of the Army Chief Coordinator for DVAAP is the Chief, Affirmative Action Office.



In the absence of data regarding the representation of disabled veterans in the civilian labor force, the overall representation in Army's work force is considered successful.

c. The use of noncompetitive appointing authority to hire 30 percent or more disabled veterans can also be monitored from CPDF data, although relevant information is also available from Army sources. This authority provides an excellent mechanism for improving employment in these areas of deficiency. Installations are encouraged to increase their use of this authority for that purpose. This Army-wide effort to recruit and appoint disabled veterans is commendable and should be continued.

d. A report on the current status of disabled veteran employment in DA will be periodically disseminated to MACOMs.

## 6. Program Plan

a. Recruiting Methods. Some recruiting methods to be used to seek out disabled veteran candidates are outlined in the AAP for Handicapped Individuals. Additional activities include, but are not limited to the following:

(1) Cooperation with selective placement program staffs concerned with affirmative action for the handicapped.

(2) Outreach activities should include likely sources of disabled veteran candidates, such as national, local and academic-related veterans' organizations; the Veterans Employment Service of the Department of Labor; state and local employment agencies; private veteran assistance centers; the Veterans Administration (VA), including VA hospitals; organizations fostering the employment of the handicapped; and other Federal agencies.

(3) Use of the Veterans Readjustment Appointment (VRA) authority and the special temporary hiring authority for veterans who are 30 percent or more disabled.

(4) The number of disabled veterans decreased by 0.5% (8) in the professional category in 1984. During 1985 there will be more emphasis placed on the recruitment and advancement of disabled veterans into the professional category.

b. Internal Advancement Opportunities. The AAP for the hiring, placement, and advancement of handicapped individuals includes specific actions to be taken at Headquarters and appointing office levels to review the processes for internal advancement opportunities. This review is also appropriate for DVAAP. Disabled veterans will be given equitable consideration in all special programs such as Upward Mobility, apprenticeship, intern, and other similar programs.

8. Interagency Report Clearance. The data required under this RCS 0305-OPM-AN will be gathered under RCS 0234-EEO-AN, the AAP for Hiring, Placement and Advancement of Handicapped Individuals. No further data requirements will be levied.

**\*USAINSCOM Regulation 690-11**

**DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
Arlington Hall Station  
Arlington, Virginia 22212**

**USAINSCOM Regulation  
No. 690-11**

**15 October 1982**

**Civilian Personnel  
USAINSCOM EQUAL EMPLOYMENT OPPORTUNITY PROGRAM**

**Issue of supplements to this regulation is prohibited unless specifically approved by the USAINSCOM, IACS-EEO.**

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Policy- - - - -	3	2
Delegation of Authority - - - - -	4	2
Responsibilities- - - - -	5	3
Appendix A. EEO Complaint Procedures		A-1
B. The Federal Women's Program		B-1
C. The Hispanic Employment Program		C-1

**1. PURPOSE.** This regulation implements Federal and Department of the Army (DA) policies pertaining to the application of statutory equal employment opportunity (EEO) requirements in civilian personnel programs and outlines general responsibilities for EEO program administration.

**2. SCOPE.**

a. US Citizens. This regulation applies to employees of USAINSCOM activities worldwide and applicable tenant unit employees, serviced by USA INSCOM host activities, who are citizens of the United States and whose positions are financed by appropriated or nonappropriated funds.

b. Foreign Nationals. This regulation does not apply to foreign nationals employed at USAINSCOM field units and activities (outside CONUS).

c. Tenant Unit Employees. Army tenant activities serviced by USAINSCOM host organizations will be governed by the general provisions of this regulation to include goal achievement outlined in current Affirmative Action Program Plans (AAPP's) or as may otherwise be directed by Memorandum of Understanding (MOU).

**\*This regulation supersedes USAINSCOM Regulation 690-11, 16 May 1977.**

USAINSCOM Regulation 690-11

15 October 1982

**. POLICY.**

a. EEO philosophy and principles provide the foundation for all aspects of the USAINSCOM Civilian Personnel Program. Employment practices adhere to Federal EEO law, which provides equal employment for all persons; prohibits discrimination in employment because of race, color, religion, age, sex, national origin or handicap; and promotes the full realization of EEO goals and objectives through continuing affirmative action program. The subject of EEO will be intergrated into every aspect of personnel policy and practice in the employment, development, advancement, and treatment of employees. It is the overall goal of this command to achieve a qualified civilian work force which is fully representative of the communities from which civilian employees are drawn.

b. Senior command officials at all levels will review, evaluate, and control managerial and supervisory performance to ensure achievement of defined EEO objectives and the vigorous enforcement of related policy.

c. All managers and supervisors will be made aware, through management orientation, that furtherance of EEO is an integral part of their positions and that periodic supervisory evaluations will be based upon the effectiveness of individual performance in this critical area.

**4. DELEGATION OF AUTHORITY.**

a. The Commanding General (CG) exercises personal leadership in establishing, maintaining, and carrying out a continuing affirmative action program designed to promote equal opportunity in every aspect of command civilian personnel policy and practice in the employment, development, advancement, and treatment of employees. The CG is assisted in program execution by the Command Equal Employment Opportunity Officer.

b. The Command Equal Employment Opportunity Officer (CEEEO) is delegated authority for -

(1) Implementing the command's EEO policy in a manner consistent with governing statutes, rules and regulations.

(2) Developing plans, procedures, and regulations necessary to carry out the Command EEO Affirmative Action Program Plan (AAPP).

(3) Evaluating the effectiveness of the command's EEO program and recommending to the CG any improvements or corrections which are needed for program development and execution.

(4) Providing guidance concerning the discrimination complaint process for the command, to include the handicapped, to the local installation EEO officers.

(5) Directing special emphasis programs for Federal women and Hispanic employees.

(6) Performing command program coordination functions for the Handicapped and Disabled Veterans Employment Program.

USAINSCOM Regulation 690-11

15 October 1982

c. Staff Civilian Personnel Officers. The Staff Civilian Personnel Officer assumes the following responsibilities:

(1) Participates in the development and implementation of the monitoring and self-evaluation program for the command.

(2) Provides technical assistance and guidance on the Federal Equal Opportunity Recruiting Program (FEORP).

d. Civilian Personnel Officer. The Civilian Personnel Officer assumes the following responsibilities:

(1) Monitors and provides data on all civilian personnel transactions, actions and applicant flow for review by the EEO Advisory Committee and the Commander in accordance with the provisions of the Privacy Act of 1974.

(2) Monitors and provides data on civilian personnel training opportunities to ensure that policy, procedures and training criteria are consistent with affirmative action and EEO Programs.

(3) Processes all hiring, training, promotion details and other personnel actions in a manner consistent with affirmative action concepts of equality and opportunity in employment.

(4) Develops attitudes of positive awareness toward the EEO program among all CPO employees, keeping them alert to factors and situations having an impact on the program.

e. Deputy Chief of Staff for Automation. The Deputy Chief of Staff for Automation will assume the following responsibilities:

(1) Provide the automated Standard Civilian Personnel Management Information System (SCIPMIS) support to the Monitoring and Self-Evaluation Program as required.

(2) Provide the automated Civilian Personnel Information System (CIVPERSINS) support to the Monitoring and Self-Evaluation Program as required.

(3) Provide technical assistance and guidance on data/information collection in support of the Monitoring and Self-Evaluation Program.

f. Management Officials. Managers assume the following responsibilities:

(1) Support requirements specified in EEO Policy, Guidance and Affirmative Action Program Plans relating to the elimination of under-representation in defined occupational categories.

(2) Support the requirements of the Affirmative Action Program Plan, Monitoring and Self-Evaluation Program.

g. EEO Advisory Committee. The EEO Advisory Committee assumes the following responsibilities:

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USAINSCOM Regulation 690-11

15 October 1982

(2) The complaint sets forth identical matters contained in a previous complaint filed by the same complainant which is pending in the Department of the Army or has been decided by the Department of the Army.

(3) The complaint was not filed in a timely manner.

(4) The complainant has failed to prosecute the complaint.

The decision to reject or cancel a complaint shall be made in writing and delivered to the complainant in person or by mail. The decision will include advice as to the complainant's right to appeal, the time limits for such appeal and the complainant's right to file a civil action.

c. While the complainant is entitled to representation during all phases of a complaint, the representative will not be a participant during the informal inquiry by the Counselor or during the formal investigation process except when the complainant is being interviewed.

d. Upon receipt and acceptance of a formal complaint, the EEO Officer will request the assignment of an Investigator from the USA Civilian Appellate Review Office (USACARO).

e. The Investigator will document the findings and conclusions and make specific recommendations as to the action to be taken by the Commander. The complainant will be furnished a copy of the investigative file within 5 calendar days after receipt from USACARO.

f. After the complainant has reviewed the investigative file, but within 15 calendar days after receipt from USACARO, the complainant will be provided an opportunity to discuss the file with the EEO Officer. During this discussion, an attempt will be made to arrive at an adjustment to the complaint that is mutually satisfactory to the complainant and the command. If agreement is reached, the terms of the adjustment will be reduced to writing and made a part of the Commander's Proposed Disposition. The Commander's Proposed Disposition will be issued within 20 calendar days after receipt of the investigative file. If any actions specified by the terms of the resolution are not carried out, or rescinded for any reason not attributable to acts or conduct of the complainant, then upon written request from the complainant, the complaint will be reinstated for further processing from the point processing ceased under the terms of the agreement.

g. If an adjustment of the complaint is not determined, the complainant will be notified in writing of the Commander's Proposed Disposition to reject, modify, or approve the recommendations contained in the Investigative File, and of the right to request a hearing within 15 calendar days of receipt of the notice.

(1) A hearing by a Complaints Examiner designated by the Equal Employment Opportunity Commission with subsequent decision by the DA Director of EEO, or

**USAINSCOM Regulation 690-11**

**15 October 1982**

b. The filing of civil action by an employee or applicant does not terminate processing of a complaint under the Department of the Army EEO complaint procedures or Commission processing of an appeal.



USAINSCOM Regulation 690-11

15 October 1982

(8) Serve on boards and committees which directly or indirectly affect the status of women.

(9) Develop programs of instruction and participate in new employee and supervisory EEO training to ensure that managers, supervisors and all employees understand the goals and objectives of the Federal Women's Program.

(10) As a representative of the commander, participates in local and national meetings and conferences conducted by civil groups and other organizations concerned with eliminating discrimination against women and minorities and in promoting the employment and advancement opportunities for minorities and women.

(11) Assure continuing contact with Federal Women's Program Managers and EEO officials from other DOD activities and other Federal agencies to acquire and share knowledge of effective methods and procedures to meet the objectives of the EEO program.

(12) Work closely with the Hispanic Employment Program Manager in areas of special concern to Hispanic women.

c. The Federal Women's Program Committee. Within INSCOM a local Federal Women's Program committee may be established to provide an additional resource to the local Federal Women's Program. The Federal Women's Program Committee is intended to be an action committee that is responsive to the local FWP Manager support of FWP goals. The FWP committee will assist the FWPM in carrying out the FWP tasks and responsibilities stated in CFR 700 (C16) 713B, appendix E and in other related areas. Committee membership should be comprised of a cross section of the organization's workforce population and should include men, women, minorities, nonminorities, various age groups, and a range of grade levels from various components of the organization.

USAINSCOM Regulation 690-11

15 October 1982

The proponent of this regulation is the Command Equal Employment Opportunity Office. Users are invited to forward comments and recommended changes on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to this Headquarters, ATTN: IACS-EEO.

FOR THE COMMANDER:

OFFICIAL:

JAMES W. SHUFELT  
Colonel(P), GS  
Chief of Staff

  
J. J. KRAYNAK  
Administrative Officer

DISTRIBUTION:  
A B C



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**  
**ARLINGTON HALL STATION**  
**ARLINGTON, VIRGINIA 22212**

IAPER-EEO

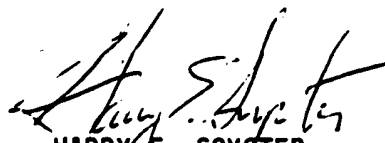
3 DEC 1984

**SUBJECT: Commander's Policy Statement on Equal Employment Opportunity**

**ALL MEMBERS OF THE UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**

1. This Equal Employment Opportunity (EEO) Policy implementing Affirmative Actions Plans (AAP) and EEO Programs is designed to ensure equal employment opportunity for all USAINSCOM civilian employees and applicants for employment regardless of race, color, national origin, religion, sex, age, handicap, and provides for an environment free of sexual harassment. Accomplishing this command's mission is vital to our national defense. The dedicated and committed employees of USAINSCOM determine successful mission accomplishment. Confidence in Equal Employment Opportunity plays an important role in recruiting and retaining our employees upon whom we depend to get the job done.

2. Every member of this command needs to contribute to implementing this policy. I expect full cooperation with participation in and support of USAINSCOM EEO Programs by supervisors and managers. We all must work closely with EEO and CPO officials to improve our EEO Programs where possible. I add my personal commitment and support to a policy of fair and equitable treatment for all USAINSCOM employees and applicants for employment. "MISSION FIRST - PEOPLE ALWAYS."

  
HARRY E. SOYSTER  
Major General, USA  
Commanding

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2. FY 84 Accomplishment Report of Affirmative . . Action for Minorities and Women	3
3. FY 85 Annual Update of Affirmative Action . . Program for Minorities and Women	16
4. Accountability Statement . . . . .	20

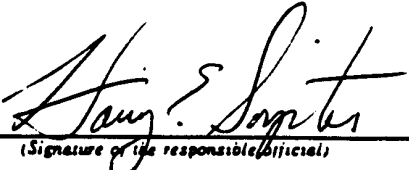
**APPENDIX**

USAINSCOM Work Force Profile . . . . .	A-1 - A-2
Representation of Women and Minorities - . . Three-Year Trend	A-3 - A-5
Work Force Trend Analysis - Selections . . .	A-6
A List of PATCO Series . . . . .	A-7 - A-8
USAINSCOM Employment Situation for FY 84 . .	A-9

## INTRODUCTION

1. This is a narrative evaluation of the command EEO Affirmative Actions Plan for fiscal year 1984. The following installations/activities are covered by the command multi-year affirmative actions program plan and thus are included in this accomplishment report: United States Army Garrison, Vint Hill Farms Station; United States Army Garrison, Arlington Hall Station; and Administrative Survey detachment, Fort George G. Meade, Maryland.

2. For FY 83, the Equal Employment Opportunity Commission (EEOC) published new management directive for preparing affirmative action program plans and annual accomplishment reports. This evaluation has been prepared in accordance with EEOC instructions for Affirmative Action Accomplishment Reports and Updates for Minorities and Women, (EEO-MD-707A), published September 1, 1983.

<b>FY 8 ACCOMPLISHMENT REPORT OF AFFIRMATIVE ACTION FOR MINORITIES AND WOMEN</b>	<b>REPORT BY:</b> <u>USAINSCOM</u> UNIT _____ COMMAND _____ COMPONENT _____ AGENCY
<b>Name of Reporting Agency, Command Component or P/R Unit</b>	<u>USA Intelligence and Security Command</u>
<b>Responsible Agency Official:</b>	<u>HARRY E. SOYSTER, Major General, USA, Commanding</u> <small>(Name and title)</small>
	<u>Arlington Hall Station</u> <small>(Address)</small>
	<u>Arlington, VA 22212-5000</u>
 <small>(Signature of the responsible official)</small>	<u>11 Feb 1985</u> <small>(Date)</small>
<b>Number of Planning/Reporting Units (reports are _____ are not <input checked="" type="checkbox"/> attached):</b>	<u>2</u>
<b>Number of Commands/Components (aggregate reports attached, if appropriate):</b>	<u>NA</u>
<b>SELECTED AGENCY FY 8 STATISTICS:</b>	
<b>Number of employees at beginning of report year</b>	<u>1520</u>
<b>Number of employees at end of report year</b>	<u>1569</u>
<b>Number of employees separated from the agency due to RIF's:</b>	<u>NA</u>
<b>Wh M: _____ BI M: _____ HI M: _____ AA/PI M: _____ AI/AN M: _____</b>	
<b>Wh F: _____ BI F: _____ HI F: _____ AA/PI F: _____ AI/AN F: _____</b>	
<b>Number of vacancies that had been originally projected:</b>	
<b>P</b> <u>4</u> <b>A</b> <u>34</u> <b>T</b> <u>12</u> <b>C</b> <u>10</u> <b>O</b> <u>2</u> <b>Total</b> <u>62</u>	
<b>NAME OF PERSON WHO PREPARED REPORT</b> <u>Mae M. Bullock, IAPER-EEO</u>	<b>TELEPHONE NUMBER</b> <u>(202) 692-6336</u>

EEOC FORM 504  
AUG 83

FY 84  
AFFIRMATIVE ACTIONS ACCOMPLISHMENT REPORT FOR  
MINORITIES AND WOMEN

1. The United States Army Intelligence and Security Command work force has remained relatively stable as to its composition of minorities and women during the past year. Total women employees are over represented by one and one half percent; nonminority women are underrepresented by two and one half percent. Hispanic employees are still severely underrepresented at approximately four percent less than the National Civilian Labor Force.

2. Change in Workforce EEO Profile by PATCO: (EEOC Form 505, see page 8)

PROFESSIONAL CATEGORY

- White women and Black men/women increased their representation by 4%; Hispanics declined by 4%.

ADMINISTRATIVE CATEGORY

- Women increased their representation by 2%.
- Black men representation increased by 1%.
- Hispanic men decreased their representation by 1%.

TECHNICAL CATEGORY

- Women representation increased by 8%.
- Black women and AA/PI women increased their representation by 2; White women by 5%.
- Hispanic men representation increased by 1%.

CLERICAL CATEGORY

- Black men and Hispanic women representation were reduced by 1%.

OTHER CATEGORY

- Black men/women representation increased significantly by 8%.

TECHNICAL CATEGORY

- White women are underrepresented at entry and mid pay levels.
- Black women are underrepresented at mid pay level.
- Hispanic men are underrepresented at the entry level and are not represented at the mid pay level. Women are not represented at any pay levels.
- Asian American/Pacific Islander men are not represented at any pay levels; women are not represented at the mid pay level.
- American Indian/Alaskan men are not represented at any pay levels, women are not represented at the mid and senior pay levels.

CLERICAL CATEGORY

- Black men are underrepresented at entry pay level.
- Hispanic men and women are underrepresented at entry level.

OTHER CATEGORY

- White women are underrepresented at the entry pay levels.
- Hispanic men, AA/PI, AI/AN men and women are not represented at any levels.

## 5. Hiring Goal Accomplishment by PATCO: (EEOC Form 508, see page 12)

<u>PATCO</u>		<u>Goal Shortage</u>
Professional	Total Women	1
	Hispanic women	1
Administrative	Total women	15
	White women	8
	Black women	2
	Hispanic men	3
	Hispanic women	4
	AI/AN women	1
Technical	Hispanic men	3
	Hispanic women	2
	AA/PI men	1
	AI/AN men	1
Clerical	Hispanic men	4
	Hispanic women	1
Other	Hispanic men	1



SUMMARY SHEET

REPORT BY:

FY 83- FY 84 CHANGE IN WORK FORCE EEO PROFILE BY PATCO

USAINSCOM P/R UNIT  
COMMAND  
COMPONENT  
AGENCY

FY 83 - FY 84 CHANGE IN WORK FORCE - EEO PROFILE BY PATCO

CATEGORIES	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL	1983 #	48	7	35	6	4		2			1		
	1983 %	100	15	73	13	8		4			2		
	1984 #	75	14	53	11	7	2			1	1		
	1984 %	100	19	71	15	9	3			1	1		
	% CHANGE		4	(2)	2	1	3	(4)		1	(1)		
ADMINISTRATIVE	1983 #	848	166	592	141	21	20	22	2	55	4	2	
	1983 %	100	19	70	17	2	2	3	.2	6	1	.2	
	1984 #	858	179	590	150	23	20	14	4	49	5	3	
	1984 %	100	21	69	17	3	2	2	.5	6	.5	.3	
	% CHANGE		2	(1)		1		(1)	0		0		
TECHNICAL	1983 #	75	24	42	17	9	6	0	0	0	0	0	1
	1983 %	100	32	56	23	12	8						1
	1984 #	82	33	39	23	9	8	1			1		1
	1984 %	100	40	48	28	11	10	1			1		1
	% CHANGE		8	(8)	5	(1)	2	1			1		0
CLERICAL	1983 #	517	456	35	345	25	85	2	8	4	8		2
	1983 %	100	88	7	67	5	17	0	2	1	2		.4
	1984 #	512	448	35	342	21	89	2	6	5	9	1	2
	1984 %	100	88	7	67	4	17	.4	1	1	2	.2	.4
	% CHANGE		0	0	0	(1)			(1)			1	0
OTHER	1983 #	32	11	14	7	7	3	0	1	0	0	0	0
	1983 %	100	34	44	22	22	9	0	3	0	0	0	0
	1984 #	41	12	17	6	12	4		2				
	1984 %	100	29	41	15	29	10		5				
	% CHANGE		(5)	(3)	(7)	7	1		2				
TOTAL	1983 #	1520	664	718	516	66	114	26	11	59	13	2	3
	1983 %	100	44	47	34	4	8	2	.7	4	1	0	0
	1984 #	1569	686	735	532	72	123	17	12	55	16	4	3
	1984 %	100	44	47	34	5	8	1	.8	4	1	.2	.2
	% CHANGE					1		(1)	.1			.2	.2

NOTE: All negative percent changes are shown in parentheses.

**SUMMARY SHEET**

**DISTRIBUTION OF EEO GROUPS AND UNDERREPRESENTATION INDICES BY PATCO AND PAY LEVEL**

REPORT BY:  
USAINSCOM P/R UNIT  
 \_\_\_\_\_ AGENCY

OCCUPATIONAL CATEGORY AND SES	PAY LEVEL	TOTAL	WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKAN NATIVE			
			MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE	FEMALE	MALE	FEMALE		
			NUMBER	U.I.	NO.	U.I.	NO.	U.I.	NO.	U.I.	NO.	U.I.	NO.	U.I.	NO.	U.I.	NO.	U.I.		
SES (INCLUDE GS/GM 16 - 18)																				
PROFESSIONAL	ENTRY	7	3	2	117	1	465										1	4926		
	MID	43	28	9	85	4	303	2	208											
	SENIOR	25	22			2	260						1	396						
	TOTAL	75	63	11	60	7	311	2	121				1	133	1	666				
ADMINISTRATIVE	ENTRY	53	20	24	123	3	109	3	119	1	51	1	82				1	1257		
	MID	600	385	121	55	18	58	16	56	11	49	3	21	40	1550	5	268	1	1111	
	SENIOR	205	185	5	6	2	18	1	10	2	26			9	1020			1	325	
	TOTAL	858	590	150	48	23	52	20	49	14	45	4	21	49	1328	5		3	233	
TECHNICAL	ENTRY	28	10	18	78	7	543	6	451	1	97					1	1152		1	3968
	MID	54	29	15	76	8	287	2	77											
	SENIOR	1	1																	
	TOTAL	83	40	23	76	9	212	8	205	1	33					1	388		1	1338

NOTE: The category is underrepresented, if the Underrepresentation Index (U.I.) is less than 100

SUMMARY SHEET  
 FY 84 HIRING GOAL ACCOMPLISHMENTS BY PATCO

REPORT BY:  
**INSCOM** P/R UNIT  
 COMMAND COMPONENT  
 AGENCY

FY 84 HIRING GOAL ACCOMPLISHMENT BY PATCO

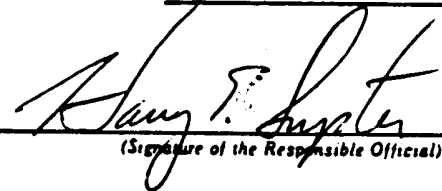
OCCUPATIONAL CATEGORY	PLANNED/ACTUAL	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
P	PLANNED #	4	4		2	0	1	0	1	0	0	0	0
	ACTUAL #	7	3	4	2	0	1	0	0	0	0	0	0
A	PLANNED #	34	27		20	3	2	4	4	0	0	0	1
	ACTUAL #	52	12	33	12	4	0	1	0	2	0	0	0
T	PLANNED #	12	7		5	0	0	3	2	1	0	1	0
	ACTUAL #	13	8	4	6	1	2	0	0	0	0	0	0
C	PLANNED #	10	2		0	4	0	4	2	0	0	0	0
	ACTUAL #	52	48	3	36	1	9	0	1	0	2	0	0
O	PLANNED #	2	1		1	0	0	1	0	0	0	0	0
	ACTUAL #	19	2	8	2	9	0	0	0	0	0	0	0
TOTAL	PLANNED #	62	41		28	7	3	12	9	1	0	1	1
	ACTUAL #	143	73	0	58	15	12	1	1	2	2	0	0
	PERCENT	231 %	178 %		207 %	214 %	400 %	8.3 %	11 %	200 %	NA %	0 %	0 %

EEOC FORM 508  
 APR 81

NOTE: The "Actual" column in this report shows the number of employees hired from outside the Federal government during FY 84.

BARRIER ELIMINATION	REPORT BY:																									
	<u>INSCOM</u>	P/R UNIT COMMAND COMPONENT AGENCY																								
1. Number of Barriers Identified for Analysis and Elimination in FY 8 : <u>4</u>	<u>3</u>																									
2. Number of these Barriers Eliminated in FY 8 : <u>1</u>																										
3. Number of these Barriers Partially Eliminated in FY 8 : <u>2</u>																										
<p>For each barrier addressed during the reporting year, indicate the occupations from which it tended to exclude people, whom it tended to exclude, and how the barrier was eliminated or partially eliminated (that is, what alternative procedures were instituted to replace the barrier). Where the barrier was not eliminated, please explain what prevented its elimination.</p> <p><b>BARRIER No. 1.</b> Due to insufficient communication with potential employment applicants in the local and national civilian labor force, there is a low number of Hispanic applicants being hired at the entry level of the professional and administrative series.</p> <p><b>Action Taken:</b> During FY 84, EEO/CPO officials attended minorities and women conferences, Washington HEP Council meetings and local community job-fairs to recruit to discuss career opportunities within USAINSCOM. Civilian Personnel FEORP representatives visited predominately women and minority universities to recruit applicants for the College Cooperative Education Program and for hard-to-fill positions within USAINSCOM.</p> <p>The Command Cooperative Education (COE) Program consists of seven colleges to include three Historically Black Colleges (HBC's) and one predominately Hispanic university. This program has been highly instrumental in affirmative action accomplishments as indicated below:</p> <table border="1"> <thead> <tr> <th><u>COE Students</u></th> <th><u>FY 83</u></th> <th><u>FY 84</u></th> </tr> </thead> <tbody> <tr> <td>Black Men</td> <td style="text-align: center;">6</td> <td style="text-align: center;">8</td> </tr> <tr> <td>Black Women</td> <td style="text-align: center;">12</td> <td style="text-align: center;">4</td> </tr> <tr> <td>Hispanic Men</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Hispanic Women</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> </tr> <tr> <td>White Men</td> <td style="text-align: center;">3</td> <td style="text-align: center;">7</td> </tr> <tr> <td>White Women</td> <td style="text-align: center;"><u>7</u></td> <td style="text-align: center;"><u>6</u></td> </tr> <tr> <td></td> <td style="text-align: center;">29</td> <td style="text-align: center;">28</td> </tr> </tbody> </table>			<u>COE Students</u>	<u>FY 83</u>	<u>FY 84</u>	Black Men	6	8	Black Women	12	4	Hispanic Men	0	1	Hispanic Women	1	2	White Men	3	7	White Women	<u>7</u>	<u>6</u>		29	28
<u>COE Students</u>	<u>FY 83</u>	<u>FY 84</u>																								
Black Men	6	8																								
Black Women	12	4																								
Hispanic Men	0	1																								
Hispanic Women	1	2																								
White Men	3	7																								
White Women	<u>7</u>	<u>6</u>																								
	29	28																								

EEOC Form 510  
AUG 83

<b>FY 85 ANNUAL UPDATE OF AFFIRMATIVE ACTION PROGRAM FOR MINORITIES AND WOMEN</b>		REPORT BY: <u>USAINSCOM</u> <small>P/R UNIT COMMAND COMPONENT AGENCY</small>
Name of Reporting Agency, Command, Component or P/R Unit: <u>USA Intelligence and Security Command</u>		
Responsible Agency Official: <u>HARRY E. SOYSTER, Major General, USA, Commanding</u> <small>(Name and Title)</small>		
<u>Arlington Hall Station</u> <small>(Address)</small>		
<u>Arlington, VA 22212-5000</u>		
 <small>(Signature of the Responsible Official)</small>		<u>11 Feb 85</u> <small>(Date)</small>
Number of Planning/Reporting Units (updates are _____ are not <u>XX</u> attached):		<u>2</u>
Number of Commands/Components (aggregate updates attached, if appropriate):		<u>NA</u>
Number of vacancies projected for year of update by PATCO category:		
P <u>6</u>	A <u>47</u>	T <u>18</u>
C <u>11</u>	O <u>7</u>	Total <u>89</u>
NAME OF PREPARER OF REPORT <b>Mae M. Bullock, IAPER-EEO</b>		TELEPHONE NUMBER <b>(202) 692-6336</b>

EEOC FORM 511  
AUG 83

**FY 85**

**ANNUAL UPDATE OF AFFIRMATIVE  
ACTION PROGRAM FOR MINORITIES  
AND WOMEN**

**SUMMARY SHEET  
FY 85 HIRING GOALS BY PATCO**

REPORT BY:  
**INSCOM** P/R UNIT  
COMMAND  
COMPONENT  
AGENCY

OCCUPATIONAL CATEGORIES		TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL	PLANNED	6	5		3	0	1	1	1	0	0	0	0
ADMINISTRATIVE	PLANNED	47	32		20	10	6	5	5	0	0	0	1
TECHNICAL	PLANNED	18	13		10	1	1	3	2	1	0	0	0
CLERICAL	PLANNED	11	3		0	3	0	4	3	1	0	0	0
OTHER	PLANNED	7	4		3	0	1	1	0	0	0	0	0
<b>TOTAL</b>	<b>PLANNED</b>	<b>89</b>	<b>57</b>		<b>36</b>	<b>14</b>	<b>9</b>	<b>14</b>	<b>11</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>

EEOC FORM 512  
AUG 83

PROJECTED BARRIER ELIMINATION	UPDATE BY: _____ P/R UNIT <b>INSCOM</b> COMMAND _____ COMPONENT _____ AGENCY
<p>1. Number of barriers to be addressed in plan year: 2</p> <p>2. Describe each barrier, the occupations it tends to exclude people from, whom it tends to exclude, and how it will be addressed:</p> <p><b><u>BARRIER No. 1.</u></b> Due to insufficient communication with potential employment applicants in the local and national civilian labor force, there is a low number of Hispanic applicants being hired at the entry level of the professional and administrative series.</p> <p><b><u>ALTERNATIVES:</u></b> Increase recruitment at colleges that have large Hispanic enrollments, and increase job information to local Hispanic applicants. Continued emphasis on recruitment at Historically Black Colleges, minorities and women's organizational conferences, and employment activities in the local and national civilian labor force, to demonstrate USA INSCOM's commitment to equal employment opportunity and affirmative action.</p> <p><b><u>ACTION:</u></b> CPO's, EEO's Supervisors/Managers at all levels.</p> <p><b><u>BARRIER No. 2.</u></b> There is a lack of bridge/developmental positions at the entry/mid levels in the administrative occupation series for underrepresented groups.</p> <p><b><u>ALTERNATIVE:</u></b> Establish upward mobility positions from technical or assistant type positions to mid level grade administrative positions.</p> <p><b><u>ACTION:</u></b> Managers/Supervisors at all levels.</p>	

EEOC Form 514  
AUG 83



**APPENDIX**

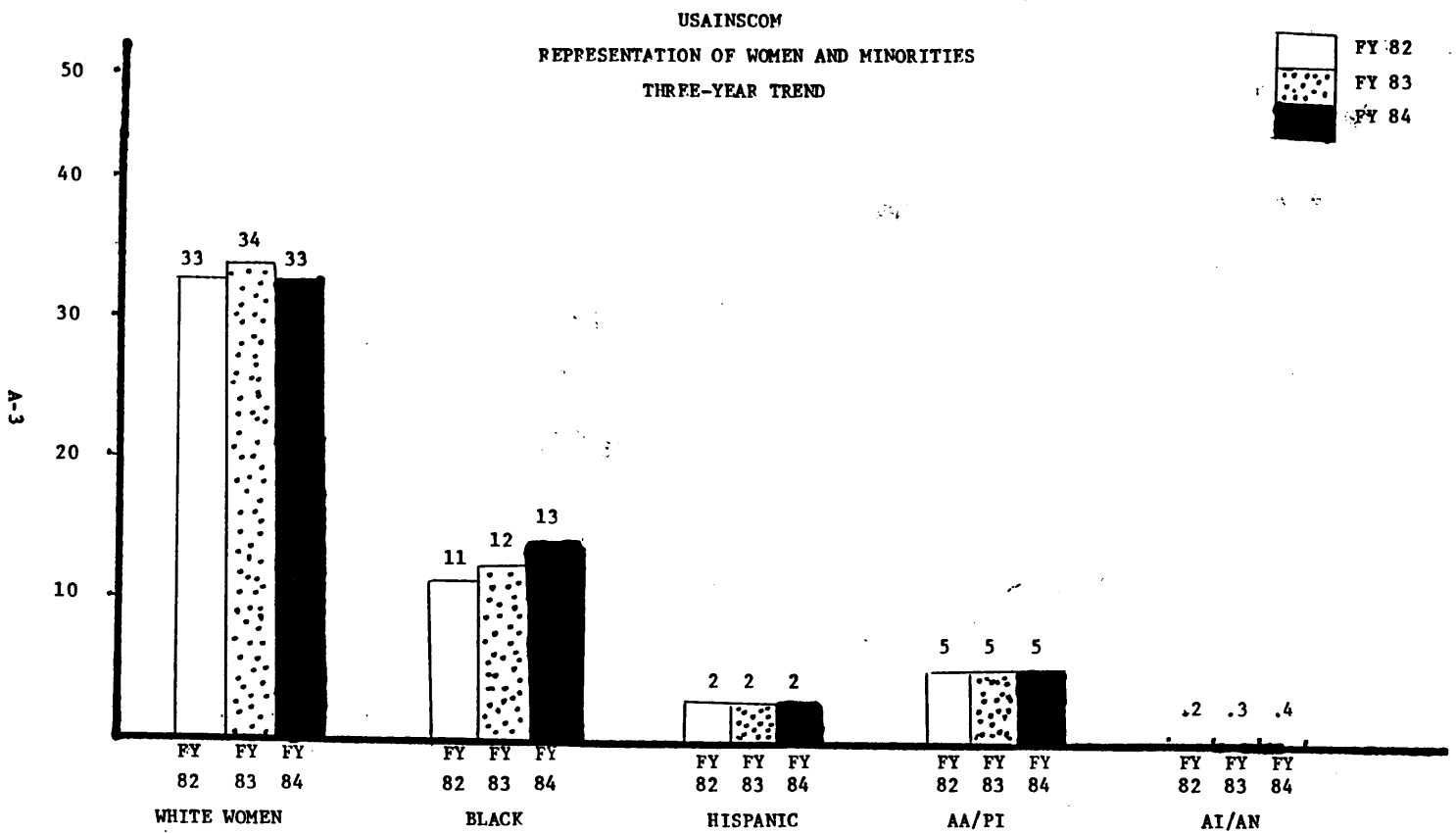
USAINSCOM  
WORK FORCE PROFILE

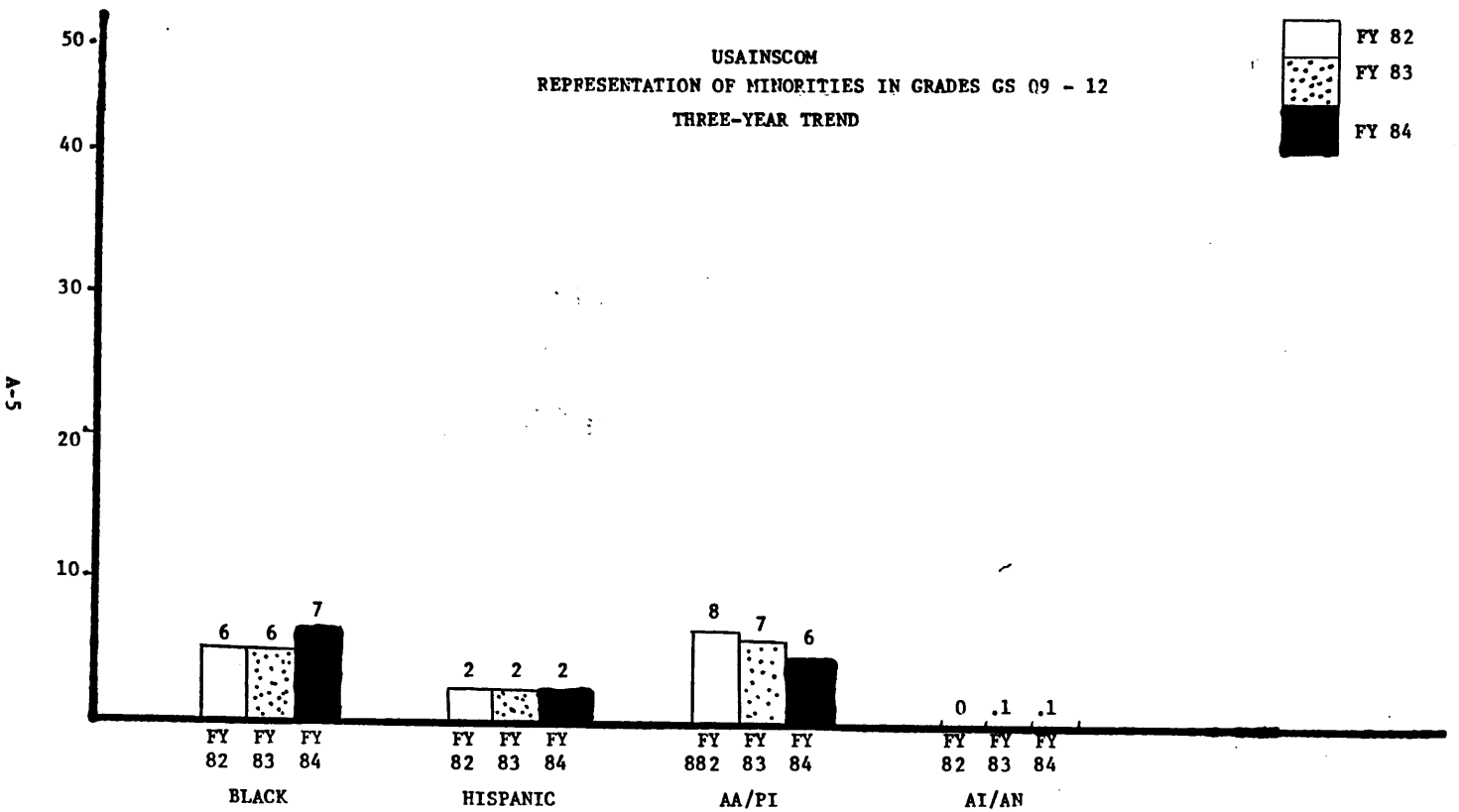
As of 30 Sep 1984

Pay Level	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN/ PACIFIC ISLDR				AMERICAN INDIAN/ ALASKA NATIVE				TOTAL ALL EMPLOYEES		
	Male		Female		Male		Female		Male		Female		Male		Female		Male		Female		Male		Female				
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
GS-01			4	100			4	100																4			
GS-02			9	100			7	78			2	22												9			
GS-03	4	7	52	93	3	5	37	66	1	2	14	25			1	2								56			
GS-04	42	30	96	70	21	15	61	44	19	14	28	20	1	.7	2	1			2	1			1	.7	1	.7	138
GS-05	39	19	162	81	23	11	121	60	11	5	29	14	2	.9	4	2	3	1	6	3			1	.4	1	.4	201
GS-06	9	9	91	91	5	5	76	76	2	2	11	11	1	1	1	1	1	1	1	1			1	1	1	1	100
GS-07	40	32	86	68	30	24	67	53	8	6	15	12			1	.7	1	.7	2	2			1	.7			126
GS-08	6	43	8	57	3	21	8	57	3	21																	14
GS-09	56	47	63	53	48	40	54	45	3	3	8	7	1	.8			3	3	1	.8							119
GS-10	5	71	2	29	3	43	2	29	1	14							1	15									7
GS-11	103	63	61	37	85	52	50	30	5	3	9	5	1	.6	1	.6	11	7	1	.6							164
GS-12	359	90	42	10	306	76	34	8	18	4	3	.7	9	2	2	.4	25	6	3	.7			1	.2			401
GS-13	61	100			57	93	1	2									3	5									61
GS-14	5	100			4	80			1	20																	5
GS-15	1	100			1	100																					1
ST	1	100			1	100																					1
<b>TOTAL</b>	<b>731</b>	<b>52</b>	<b>676</b>	<b>48</b>	<b>590</b>	<b>42</b>	<b>521</b>	<b>37</b>	<b>73</b>	<b>5</b>	<b>119</b>	<b>8</b>	<b>15</b>	<b>1</b>	<b>12</b>	<b>8</b>	<b>48</b>	<b>3</b>	<b>16</b>	<b>1</b>	<b>3</b>	<b>.2</b>	<b>3</b>	<b>2</b>	<b>1407</b>		

I-V

The above chart reflects the distribution of employees by GS grades.





**PATCO Series**

The following Professional, Administrative, Technical, Clerical and Other (PATCO) series were used in preparing the FY 84 EEO accomplishment report:

**PROFESSIONAL SERIES**

		1310
101	819	1340
170	830	1410
510	850	1515
511	855	1520
801	861	1701
810	1301	1710

**ADMINISTRATIVE SERIES**

018	201	260	343	1040	1101	1712
023	205	301	345	1056	1173	2001
030	212	334	346	1071	1412	2003
080	221	340	391	1082		2101
132	230	341	501	1083	1654	2130
188	235	342	505	1084	1670	
			560			

**TECHNICAL SERIES**

189	344	856	1152	2005
203	361	986	1371	2131
204	392	1020	1411	2133
301	393	1060	1421	2001
303	525	1087	1531	
332	802	1106	1702	
	818	1001		

## INSCOM EMPLOYMENT SITUATION FOR FY 84

	*NCLF	INSCOM ATCO	*NPLF	INSCOM Professional
<b>Total All Employees</b>	<b>% 100</b>	<b>% 100</b>	<b>% 100</b>	<b>% 100</b>
<b>Men</b>	<b>57.6</b>	<b>55</b>	<b>72.3</b>	<b>81</b>
<b>Women</b>	<b>42.4</b>	<b>45</b>	<b>27.7</b>	<b>19</b>
<b>BLACK</b>	<b>9.9</b>	<b>12</b>	<b>5.3</b>	<b>12</b>
<b>Men</b>	<b>5.1</b>	<b>4</b>	<b>3.1</b>	<b>9</b>
<b>Women</b>	<b>4.7</b>	<b>8</b>	<b>2.2</b>	<b>3</b>
<b>HISPANIC</b>	<b>5.9</b>	<b>2</b>	<b>3.2</b>	
<b>Men</b>	<b>3.6</b>	<b>1</b>	<b>2.2</b>	
<b>Women</b>	<b>2.2</b>	<b>1</b>	<b>1.0</b>	
<b>AA/PI</b>	<b>0.7</b>	<b>5</b>	<b>1.3</b>	<b>3</b>
<b>Men</b>	<b>0.4</b>	<b>4</b>	<b>1.0</b>	<b>1</b>
<b>Women</b>	<b>0.3</b>	<b>1</b>	<b>.3</b>	<b>1</b>
<b>AI/AN</b>	<b>0.2</b>	<b>.5</b>	<b>.2</b>	
<b>Men</b>	<b>0.1</b>	<b>.3</b>	<b>.1</b>	
<b>Women</b>	<b>0.1</b>	<b>.2</b>	<b>.04</b>	
<b>NON-MINORITIES</b>				
<b>Women</b>	<b>36.5</b>	<b>35</b>	<b>24.4</b>	<b>15</b>

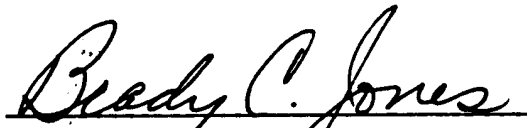
\*NCLF represents the National Civilian Labor Force, 16 years of age and over who are employed or who are seeking employment. Due to the dispersion of INSCOM locations, the NCLF was used to analyze the employment situation and to identify the underrepresentation of women and minority groups within the work force.

\*NPLF represents the National Professional Labor Force. Professional occupations are those that require knowledge in a specialized field acquired through education or training equivalent to a bachelor or higher degree in a major study, i.e. engineering, accounting, etc.

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 EEO Officer(s); Federal Women's Program Manager(s); and Hispanic Employment Program Manager(s) 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-260" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by Equal Employment Opportunity Commission officials.

I further certify that the provisions of FPM Letter 713-37, Documenting EEO Collateral Duties in Official Position Descriptions, have been met.



BRADY C. JONES  
Chief, Equal Opportunity Division

DATE 4 FEB 1985



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
ARLINGTON HALL STATION  
ARLINGTON, VIRGINIA 22212


1 DEC 1981

SUBJECT: Command Support to the Federal Equal Employment Opportunity Program

TO: ALL MEMBERS OF THE UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND

The principles underlying equitable and unbiased treatment in administration of the personnel management process is one of my fundamental concerns in dealing with people. Proper application of these principles is recognized as being vital to the development of productive cooperative employees. As we all know, these attributes are absolutely essential to team work and a high level of successful task performance. Each of you in this sense is very important to this command and your particular work unit. The Federal Equal Employment Opportunity (EEO) Program implemented within this command is an important extension of this philosophy and is designed to aid and facilitate achievement of a balanced, qualified workforce. Therefore, I wish to assure each of you of my continuing support and attention to this major program.

Commanders and managers at all organizational levels have been enjoined to ensure compliance with the letter and spirit of all policy governing equal employment activities. In rendering full program support, we can reasonably expect enhanced operations and, at the same time, realize improved quality of life and increased personal well-being for each member of the INSCOM workforce.

  
ALBERT N. STUBBLEBINE III  
Major General, USA  
Commanding



EQUAL EMPLOYMENT OPPORTUNITY  
AFFIRMATIVE ACTION PROGRAM PLAN  
MULTI-YEAR  
FY 82 - FY 86

US ARMY INTELLIGENCE AND SECURITY COMMAND  
ARLINGTON HALL STATION  
ARLINGTON, VA 22212

NUMBER OF EMPLOYEES COVERED BY THIS PLAN 1,449

BRADY C. JONES, Acting Command Equal  
Employment Opportunity Officer

Brady C. Jones  
Signature

1 DEC 1981  
Date

ALBERT N. STUBBLEBINE III, Major General

Albert N. Stubblebine III  
Signature

1 DEC 1981  
Date

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**SECTION I**  
**INTRODUCTION**

RULES, RESPONSIBILITIES, DELEGATION OF AUTHORITY

1. PURPOSE. To set forth command policy, to specify delegations of authority, and assign responsibility for administration of the Equal Employment Opportunity (EEO) Program for employment within the US Army Intelligence and Security Command (USAINSCOM).

2. EEO POLICY. Command policy for equal employment opportunity is set forth in USAINSCOM Regulation 690-11 which supplements Department of the Army policy as contained in Civilian Personnel Regulation (CPR) 700 Chapter 713 and related supporting directives.

3. AUTHORITY. This plan is issued pursuant to and in implementation of, the Civil Service Reform Act of 1978; P.L. 92-261, the Equal Employment Opportunity Act of 1972; P.L. 93-259, the Fair Labor Standards Amendments of 1974 amending the Equal Pay Act and the Age Discrimination in Employment Act; Executive Order 11478; and Office of Personnel Management (OPM) and Equal Employment Opportunity Commission (EEOC) management directives and regulations.

4. DELEGATION OF AUTHORITY AND ASSIGNMENT OF RESPONSIBILITY.

a. The Commanding General exercises personal leadership in establishing, maintaining, and carrying out a continuing affirmative program designed to promote equal opportunity in every aspect of command civilian personnel policy and practice in the employment, development, advancement, and treatment of employees. He is assisted in program execution by the Command Equal Employment Opportunity Officer (CEEEO).

b. The Command Equal Employment Opportunity Officer is delegated authority and assigned responsibility for:

(1) Implementing the command's EEO policy in a manner consistent with governing statutes, rules and regulations.

(2) Developing plans, procedures, and regulations necessary to carry out the command EEO Affirmative Action Program.

(3) Evaluating the effectiveness of the command's EEO program and recommending to the Commanding General any improvements or corrections which are needed for program development and execution.

(4) Administering the discrimination complaint process for the command to include the handicapped and exercising direct supervision over members of the EEO counselor structure.

(5) Directing special emphasis program for Federal women and Hispanic employment.

(6) Performs command program coordination functions for the Handicapped and Disabled Veterans Employment Programs.

c. USAINSCOM commanders and managers will personally assure compliance with the provisions of the command EEO program policy directives and related affirmative action plans.

d. Civilian Personnel Offices (CPO), USAG, Arlington Hall Station and Vint Hill Farms Station and others as may be directed, are assigned special EEO responsibilities in areas of recruitment, placement, training, performance evaluation, recognition, and disciplinary action. The Command Upward Mobility Program is administered and managed by the Staff Civilian Personnel Office and delegation is made to the operating Civilian Personnel Officer's who are officially appointed Upward Mobility Program Coordinators.

5. INVESTIGATIVE SUPPORT. The US Army Civilian Appellate Review Agency (USACARA) is a separate Army agency which has been delegated responsibility for EEO complaint investigation. Trained personnel are provided to conduct investigations into formal complaints filed by Army employees and applicants for employment. These individuals, upon completion of the investigative process, issue a report of findings and recommendations for the consideration of the commander concerned. Supporting USACARA Field Offices (USACARO) are located in:

Columbia, Maryland

Sacramento, California

Atlanta, Georgia

Honolulu, Hawaii

Dallas, Texas

Newark, New Jersey

St. Louis, Missouri

Heidelberg, Germany

6. HEARING AND APPEAL SUPPORT The Equal Employment Opportunity Commission (EEOC) and the Merit System Protection Board (MSPB) provide hearing examiner and appeal support on EEO discrimination complaints. Specific policy and procedures for processing EEO complaints of discrimination are contained in USAINSCOM Regulation 690-18 and USAINSCOM Pamphlet 690-1.

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 EEO Officer(s); Federal Women's Program Manager(s); and Hispanic Employment Program Manager(s) 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 are on file and available for review by Equal Employment Opportunity Commission officials.

I further certify that the provisions of FPM Letter 713-37, Documenting EEO Collateral Duties in Official Position Descriptions have been met.



BRADY C. JONES, Acting Command Equal  
Employment Opportunity Officer

DATE 1 DEC 1981

ALLOCATION OF PERSONNEL AND RESOURCES FOR EEO

PROGRAM AREAS	FT	PT	%	COSTS
EEO PROGRAM ADMIN. AND MGMT.				
a. COMMAND EEO OFFICER	1	0	100	30,645
b. EEO OFFICER (S)	1	0	100	25,569
c. FEDERAL WOMEN'S PROGRAM MANAGER(S)	*	3		
d. HISPANIC EMPLOYMENT MANAGER	*	1	100	
e. UPWARD MOBILITY COORDINATOR	0	1	.25	25,569
f. EEO SPECIALIST(S)	2*	0	100	46,701
g. EEO COUNSELOR(S)	0	13		21,284
h. EEO INVESTIGATOR(S)	0	0		
i. OTHER PERSONNEL	1	0	100	15,545
j. other administrative expenses				25,000
TOTAL	5	18		160,313

**SECTION II**  
**AFFIRMATIVE ACTION SUMMARY**



Figure 13

AFFIRMATIVE ACTION PLAN SUMMARY

Occupational Series	Occupational Level Entry, Mid Senior	White		Black		Hispanic		Asian American Pacific Islander		American Indian Alaska Native		Total			
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Goal	
		*L **A	L A	L A	L A	L A	L A	L A	L A	L A	L A	L A	L A	L A	
PROFESSIONAL	ENTRY	1	1	1	1	1	1					1	1	5	1
	MID LEVEL	11	2	1	1	2	1	1	1			1	1	16	6
	SR. LEVEL	21	4	2	1	2	1	2	1			0	0	27	7
ADMINISTRATIVE	ENTRY	9	3	6	1	4	1	1	1			1	1	21	7
	MID LEVEL	130	15	34	5	20	4	3	2			7	2	194	28
	SR. LEVEL	29	7	5	1	4	1	2	1			0	0	40	10
TECHNICAL	ENTRY	8	4	6	1	2	1	1	1			0	0	17	7
	MID LEVEL	22	3	7	1	5	1	1	1			3	1	38	7
	SR. LEVEL	1	1	2	1	1	1					1	1	5	4
CLERICAL	ENTRY	29	12	23	4	7	3	3	1			4	1	66	21
	NO MID LEVEL														
	NO SR. LEVEL														
OTHER	GS ENTRY	5	1	1	1	1	1					1	1	9	4

\*Long-term (ultimate goal) \* groups aggregated to set one goal that may be filled by persons from any of the aggregated groups, IAW MD 707, page 46.  
 \*\*Annual Goal

Figure 13

AFFIRMATIVE ACTION PLAN SUMMARY

Occupational Series	Occupational Level Entry, Mid Senior	White		Black		Hispanic		Asian American Pacific Islander		American Indian Alaska Native		Total		
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Goal
		*L **A	L A	L A	L A	L A	L A	L A	L A	L A	L A	L A	L A	L A
OTHER	W.G. ENTRY	31	5	3	2	8	1	11	1					
	W.G. MID LEV	28	4	2	1	5	1	1	1	3	1			56 10
	W.G. SR LEVEL	3	1	1	1	1	1			1	1			37 7
										1	1			6 1
	TOTALS	328	63	102	21	63	19	27	12	24	12			537 120

\*Long-term (ultimate goal)  
\*\*Annual Goal

\* groups aggregated to set one goal that may be filled by persons from any of the aggregated groups, IAW MD 707, page 46.

**SECTION III**  
**WORKFORCE UTILIZATION**

Figure 3

Work Force Profile by Grade/Pay Levels

GRADE OR PAY LEVEL	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKA NATIVE			
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
GS-01	-	-	2	100	-	-	1	50	-	-	1	50										
GS-02	-	-	6	100	-	-	2	33.3	-	-	4	66.6										
GS-03	1	2.8	35	97.2	1	100	32	91.4	-	-	3	8.6										
GS-04	1	2.3	43	97.7	-	-	34	79.0	1	100	9	20.9										
GS-05	38	26.7	104	73.2	32	84.2	86	82.7	4	10.5	16	15.3	2	5.3	1	1.0	-	-	1	1.0		
GS-06	17	16.2	88	83.8	13	76.4	78	88.6	4	23.5	10	11.4										
GS-07	23	25.5	67	74.5	21	91.3	60	89.5	2	8.7	7	10.5										
GS-08	6	42.9	8	57.1	4	66.7	8	100	2	33.3	-	-										
GS-09	65	69.1	29	30.9	58	89.2	29	100	4	6.2	-	-	1	1.5	-	-	2	3.1	-	-		
GS10	1	50	1	50	1	50	1	50	-	-	-	-	-	-	-	-	-	-	-	-		
GS-11	123	79.4	32	20.6	113	91.9	31	96.9	3	2.4	1	3.1	3	2.4	-	-	4	3.3				
GS-12	335	96.5	12	3.5	302	90.1	10	83.4	6	1.8	1	8.3	6	1.8	-	-	21	6.3	1	8.3		
GS-13	149	98.0	3	2.0	139	93.3	2	66.7	1	.7	1	33.3	1	.7	-	-	5	3.3	-	-	3	2.0
GS-14	54	98.2	1	100	50	92.6	-	-	2	3.7	-	-	1	1.9	-	-	1	1.9	1	100		
GS-15	12	100	-	-	11	91.7	-	-	-	-	-	-	1	8.3								
GS-18	1	100	-	-	1	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-		

Figure 3

Work Force Profile by Grade/Pay Levels

GRADE OR PAY LEVEL	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN/ PACIFIC ISLANDER				AMERICAN INDIAN/ ALASKA NATIVE			
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
WG-01 (2)	1	50	1	50	1	100	-	-	-	-	1	100												
WG-02 (8)	7	87.5	1	2.5	7	100	1	100	-	-	-	-												
WG-03 (19)	17	89.5	2	10.5	2	11.8	1		14	82.3	1	1									1	5.9	-	-
WG-04	-	-	-	-	-	-	-	-	-	-	-	-												
WG-05 (15)	13	86.7	2	13.3	9	69.2	2	100	4	30.8	-	-												
WG-06 (20)	19	95	1	5	6	31.6	-	-	13	68.4	1	100												
WG-07 (7)	5	71.4	2	28.6	2	40	1	50	3	60	1	50												
WG-08 (15)	15	100	-	-	10	66.7	-	-	5	33.3	-	-												
WG-09 (27)	26	96.3	1	3.7	19	73.0	1	100	7	27.0														
WG-10 (31)	31	100	-	-	31	100	-	-	-	-	-	-												
WG-11 (4)	4	100	-	-	4	100	-	-	-	-	-	-												
WG-12 -	-	-	-	-	-	-	-	-	-	-	-	-												
WG-13 (1)	1	100	-	-	1	100	-	-	-	-	-	-												

Figure 3 Work Force Profile by Grade/Pay Levels

GRADE OR PAY LEVEL	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER				AMERICAN INDIAN/ALASKA NATIVE			
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
WL-03	5	100							5	100														
WL-06	2	100			1	50			1	50														
WL-09	2	100			1	50			1	50														
WL-10	4	100			4	100																		
WL-11	1	100			1	100																		
WS-03	2	100			1	50			1	50														
WS-04 (3)	2	66.7	1	33.3	2	66.7	1	33.3																
WS-05	2	100							2	100														
WS-06	2	100			1	50			1	50														
WS-07	2	100			2	100																		
WS-08	2	100			1	50			1	50														
WS-09	7	100			6	85.7			1	14.3														
WS-10	2	100			2	100																		
WS-11	1	100			1	100																		
WS-12	5	100			5	100																		
WD-08	2	100			2	100																		

**WORKFORCE PROFILE (WFP)**





**Figure 4** **WFP By Occupational Series/  
Occupational Levels** **Race/National Origin  
Group by Sex Professional/Mid**

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKA NATIVE			
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0510	7	78	2	22	6	86	2	100							1	14				
0610			1	100			1	100												
0801	2	100			2	100														
0810	1	100			1	100														
0855	21	100			20	95			1	5										
0861	1	100			1	100														
1310	1	100			1	100														
1410			1	100			1	100												
1420	1	100			1	100														
1515	1	50	1	50	1	100	1	100												
1520	1	100			1	100														
1529	1	50	1	50	1	100	1	100												
1710	1	25	3	75	1	100	3	100												

Figure 4 WFP By Occupational Series/  
Occupational Levels Race/National Origin  
Group by Sex Professional/Senior

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN ALASKA NATIVE		INDIAN NATIVE	
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0170	1	100			1	100														
0510	2	100			2	100														
0602	1	50	1	50	1	100									1	100				
0801	2	100			2	100														
0810	1	100			1	100														
0850	1	100			1	100														
0855	42	100			38	90			2	5					1	2.5			1	2.5
0861	1	100			1	100														
1301	1	100			1	100														
1310	1	100			1	100														
1515	8	100			8	100														

Figure 4

WFP By Occupational Series/  
Occupational Levels

Race/National Origin  
Group by Sex Administrative/Entry

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKA NATIVE	
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0080			2	100			2	100												
0132	7	1.2	10	58.8	7	100	9	90					1	10						
0160			1	100							1	100								
0188			3	100			3	100												
0201	1	25	3	75	1	100	2	66.7			1	100								
0212			2	100			2	100												
0344	3	43	4	57	3	100	3	75			1	25								
0341			1	100			1	100												
0342			4	100			4	100												
0343	1	25	3	75	1	100	3	100												
0560			2	100			2	100												
1071			1	100			1	100												
1075			1	100			1	100												
1083	1	50	1	50	1	100					1	100								
1084	1	100					1	100												



**Figure 4** **WFP By Occupational Series/  
Occupational Levels** **Race/National Origin**  
Group by Sex **Administrative/Mid**

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN ALASKA NATIVE		INDIAN NATIVE			
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0018	1	100			1	100																		
0030	1	100			1	100																		
0080	4	80	1	20	4	100	1	100																
0132	239	98	5	2	199	83	4	80	5	2			10	4			25	11	1	20				
0160			2	100			2	100																
0188	1	33	2	67	1	100	2	100																
0201			3	100			3	100																
0205	6	86	1	14	6	100	1	100																
0212			5	100			5	100																
0221	1	25	3	75	1	100	3	100																
0230			1	100			1	100																
0235	2	100			2	100																		
0301	9	90	1	10	9	100	1	100																
0330	1	50	1	50	1	100	1	100																
0334	34	83	7	17	31	91	7	100	2	6							1	3						

Figure 4

WFP By Occupational Series/  
Occupational Levels

Race/National Origin  
Group by Sex Administrative/Mid

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKA NATIVE	
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0341	2	100			2	100														
0343	15	71	6	29	15	100	4	67		2	33									
0345	10	63	6	37	10	100	6	100												
0346	10	91	1	9	9	90	1	100	1	10										
0391	2	100			2	100														
0504			1	100			1	100												
0560	3	27	8	73	3	100	8	100												
1045	1	100			1	100														
1056			1	100			1	100												
1081			1	100			1	100												
1083	2	67	1	33	2	100	1	100												
1084	7	100			6	86			1	14										
1101	1	100			1	100														
1102	8	53	7	47	8	100	7	100												
1144	3	100			3	100														

Figure 4

WFP By Occupational Series/  
Occupational Levels

Race/National Origin  
Group by Sex Administrative/Mid

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN ALASKA NATIVE		INDIAN NATIVE	
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1173	2	100			2	100														
1640	2	100			2	100														
1670	36	97	1	3	36	100	1	100												
1910	5	100			5	100														
2003	10	77	3	23	10	100	3	100												
2010	8	80	2	20	8	100	2	100												
2050	9	90	1	10	9	100	1	100												
2130	2	67	1	33	2	100	1	100												

Figure 4

WFP By Occupational Series/  
Occupational Levels

Race/National Origin  
Group by Sex Administrative/Senior

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN ALASKA NATIVE		INDIAN NATIVE		
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
0080	1	100			1	100															
0132	81	99	1	1	73	90	1	100					2	2.5			5	6.5		1	1
0160	1	100																		1	100
0201	5	100			5	100															
0301	6	100			6	100															
0330	2	100			2	100															
0334	18	100			18	100															
0340	1	100			1	100															
0341	1	100			1	100															
0342	1	100			1	100															
0343	7	100			7	100															
0345	8	89	1	11	7	88	1	100											1	12	
0346	5	100			5	100															
0391	2	100			2	100															
0501	1	100			1	100															





Figure 4 WFP By Occupational Series/  
Occupational Levels Race/National Origin  
Group by Sex Technical/Entry

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN ALASKA NATIVE		INDIA NATIVE	
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0203			6	100			4	67			2	33								
0204			1	100			1	100												
0301	1	11	8	89	1	100	5	63			3									
0332	3	43	4	57	3	100	3	75			1	25								
0335	1	50	1	50					1	100	100									
0392	3	75	1	25	3	100	1	100												
0525	3	19	13	81	2	67	12	92	1	33						1	8			
0681			1	100			1	100												
0809	1	100			1	100														
0818	2	100			2	100														
1020	4	100			4	100														
1060	1	100							1	100										
1106			2	100			2	100												
1411	1	50	1	50	1	100					1	100								
1421	3	100			1	33			2	67										



Figure 4

WFP By Occupational Series/  
Occupational Levels

Race/National Origin  
Group by Sex **TECHNICAL - MID**

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN PACIFIC ISLANDER		AMERICAN INDIAN ALASKA NATIVE	
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
GS																				
0301	7	88	1	12	7	100	1	100												
0335	1	100			1	100														
0392	3	100			3	100														
0393	5	100			4	80			1	20										
0802	4	100			4	100														
0856	11	100			11	100														
0986	1	100			1	100														
1020	12	100			12	100														
1060	3	100			3	100														
1421	1	100							1	100										
1670	4	100			4	100														
1960	1	100			1	100														
2001	2	100			2	100														
2005			1	100			1	100												



**Figure 4** WFP By Occupational Series/  
Occupational Levels Race/National Origin  
Group by Sex **CLERICAL - ENTRY**

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN PACIFIC ISLANDER		AMERICAN ALASKA NATIVE		INDIAN		
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
GS																					
0134			3	100			3	100													
0203	1	20	4	80			3	75	1	100	1	25									
0204	1	33	2	68	1	100	2	100													
0301	2	7	25	93	2	100	23	92			2	8									
0303			13	100			11	85			2	15									
0305	6	75	2	25	1	17	1	50	5	83	1	50									
0312			2	100			1	50			1	50									
0318			90	100			80	89			10	11									
0322			50	100			36	72			14	28									
0335	2	50	2	50	1	50			1	50	2	100									
0344	3	60	2	40	3	100	2	100													
0356			9	100			5	56			4	44									
0382			2	100			2	100													
0394			1	100			1	100													
0501			4	100			3	75			1	25									









WFP By Occupational Series/  
Occupational Levels

Race/National Origin  
Group by Sex **OTHER-WG/MS/WL-ENTRY**

Figure 4

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER				AMERICAN INDIAN/ALASKA NATIVE			
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN			
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
3502	31	94	2	6	10	32	1	50	20	65	1	50							1	3		
3504	1	100							1	100												
3566			1	100			1	100														
3910			2	100			1	50			1	50										
4102	2	100			1	50			1	50												
4604	4	100			1	25			3	75												
4607	1	100							1	100												
4801	1	100			1	100																
5003	4	100			2	50			2	50												
5306	2	100			1	50			1	50												
5402	8	100			2	25			6	75												
5406	1	100			1	100																
5703	2	100							2	100												
5705	1	100							1	100												
6907	13	100			8	62			5	38												





Figure 4

WFP By Occupational Series/  
Occupational Levels

Race/National Origin  
Group by Sex OTHER-WG/WS/WL-ENTRY

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKA NATIVE			
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
2614	2	100			2	100														
2805	8	100			8	100														
3416	1	100			1	100														
3603	2	100			2	100														
3604	1	100			1	100														
3806	4	100			4	100														
4102	5	100			4	100			1	100										
4204	7	100			7	100														
4605	1	100			1	100														
4607	6	100			2	33			4	67										
4704	3	100			3	100														
4740	1	100			1	100														
4749	10	100			5	100			5	100										
5026	1	100							1	100										
5301	2	100			2	100														

**Figure 4** WFP By Occupational Series/  
Occupational Levels Race/National Origin  
Group by Sex **OTHER-WG/WL/WS-MID**

Occupational Series By Occupational Level (Entry, Mid, Senior)	TOTAL		WHITE				BLACK				HISPANIC				ASIAN AMERICAN/PACIFIC ISLANDER		AMERICAN INDIAN/ALASKA NATIVE			
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
5306	7	100			7	100														
5309	1	100			1	100														
5402	4	100			3	75			1	25										
5403	1	100			1	100														
5406	1	100			1	100														
5408	1	100			1	100														
5429	1	50	1	50	1	100	1	100												
5451	2	100			2	100														
5716	5	100			3	60			2	40										
5823	1	100			1	100														
6907	1	100			1	100														



**WFP BY ORGANIZATIONAL UNIT**



WFP by Organizational Unit

Figure 5

Organizational Unit (Division, Branch, Section)	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN PACIFIC ISLANDER		AMERICAN INDIAN ALASKA NATIVE		TOTAL				
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN						
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
USAINSCOM	1007	69.5	442	30.5	867	86	381	86	88	9	57	12.9	15	1.5	1	.22	33	3.3	3	6.7	4	.04	0	0	1449
AHS	411	67	207	33	339	83	167	81	65	11	38	18.4	3	.7	1	.5	3	.7	1	.5	1	.25	0	0	618
VHFS	362	62	220	38	337	93	202	92	21	5.8	17	7.7	1	.3	0	0	1	.3	1	.5	2	.6	0	0	582
ASD	234	94	15	6	191	82	12	80	2	.8	2	13.3	11	4.7	0	0	29	12.4	1	6.6	1	.42	0	0	249

**ASSESSMENT OF UNDERREPRESENTATION**

Figure 3

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category PROFESSIONAL - ENTRY

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	100	19.62	5.10	510	100 +
BM	0	5.83	0	0	
BF	0	4.49	0	0	
HM	0	2.01	0	0	
HF	0	.57	0	0	
AP/M	0	.82	0	0	
AP/F	0	.30	0	0	
AMI/M	0	.06	0	0	
AMI/F	0	.03	0	0	

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment Category PROFESSIONAL - MID

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	18.36	19.62	93.5	935	100 +
BM	2.04	5.83	.35	35	35
BF	0	4.49	0	0	0
HM	0	2.01	0	0	0
HF	0	.57	0	0	0
AP/M	2.04	.82	1.67	167	100 +
AP/F	0	.30	0	0	0
AMI/M	0	.06	0	0	0
AMI/F	0	.03	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category PROFESSIONAL - SENIOR

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	0	27.68	0	0	0
BM	3.2	3.07	1.04	104	100 +
BF	0	2.23	0	0	0
HM	0	2.21	0	0	0
HF	0	1.00	0	0	0
AP/M	1.6	1.01	1.58	158	100 +
AP/F	1.6	.29	5.51	551	100 +
AMI/M	1.6	.11	14.54	1454	100 +
AMI/F	0	.04	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

**Figure 3 ASSESSMENT OF UNDERREPRESENTATION**

Occupational Series/Employment  
Category ADMINISTRATIVE - ENTRY

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	66	19.62	3.36	336	100 +
BM	1.7	5.83	.29	29	29
BF	6.8	4.49	1.51	151	0
HM	0	2.01	0	0	0
HF	1.7	.57	2.98	298	100 +
AP/M	0	.82	0	0	0
AP/F	0	.30	0	0	0
AMI/M	0	.06	0	0	0
AMI/F	0	.03	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3 ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category ADMINISTRATIVE - MID

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	18.55	19.62	.94	94	94
BM	2.16	5.83	.37	37	37
BF	.48	4.49	.11	11	11
HM	2.4	2.01	1.19	119	100 +
HF	0	.57	0.	0	0
AP/M	7.46	.82	9.09	909	100 +
AP/F	.24	.30	.8	80	80
AMI/M	.24	.06	4	400	100 +
AMI/F	0	.03	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category ADMINISTRATIVE SENIOR LEVEL

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	1.3	27.68	.0469	4.69	4.7
EM	0	3.07	0	0	0
BF	.65	2.23	.29	29	29
HM	1.3	2.21	.588	58.8	59
HF	0	1.00	0	0	0
AP/M	3.2	1.01	3.16	316	100+
AP/F	0	.29	0	0	0
AMI/M	.65	.11	5.9	59	59
AMI/F	0	.04	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$



Figure 3 ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category TECHNICAL ENTRY

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	49.4	19.62	2.51	251	100+
BM	6.5	5.83	1.11	111	100+
BF	10.4	4.49	2.32	232	100+
HM	1.3	2.01	.28	28	28
HF	0	.57	0	0	0
AP/M	0	.82	0	0	0
AP/F	1.3	.30	4.33	433	100+
AMI/M	0	.06	0	0	0
AMI/F	0	.03	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category TECHNICAL MID-LEVEL

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	3.5	19.62	.1783	17.83	18
BM	3.5	5.83	.6	60	60
BF	0	4.49	0	0	0
HM	0	2.01	0	0	0
HF	0	.57	0	0	0
AP/M	0	.82	0	0	0
AP/F	0	.30	0	0	0
AMI/M	0	.06	0	0	0
AMI/F	0	.03	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3 ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
 Category TECHNICAL SENIOR LEVEL

\* only two positions within Command- not statistically significant.

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF		27.68			
BM		3.07			
BF		2.23			
HM		2.21			
HF		1.00			
AP/M		1.01			
AP/F		.29			
AMI/M		.11			
AMI/F		.04			

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category CLERICAL ENTRY

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	62.7	19.62	3.1558	315	100+
EM	1.06	5.83	.18	18	18
BF	12.5	4.49	2.78	278	100+
HM	.27	2.01	.134	13.4	13.4
HF	.27	.57	.047	4.73	4.73
AP/M	0	.82	0	0	0
AP/F	0	.30	0	0	0
AMI/M	0	.06	0	0	0
AMI/F	0	.03	0	0	0
<u>MID-LEVEL CLERICAL</u>	*	only one position within Command- Not statistically significant			
<u>SENIOR LEVEL CLERICAL</u>	**	no positions within the Command			

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3 ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category OTHER ENTRY

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) x 100=UI	Underrepresentation 100-UI = UR
WF	0	19.62	0	0	0
BM	10	5.83	1.71	171	100+
BF	0	4.49	0	0	0
HM	0	2.01	0	0	0
HF	0	.57	0	0	0
AP/M	0	.82	0	0	0
AP/F	0	.30	0	0	0
AMI/M	0	.06	0	0	0
AMI/F	0	.03	0	0	0
<u>OTHER MID-LEVEL - NONE</u>					
<u>OTHER SENIOR LEVEL - NONE</u>					

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

**Figure 3 ASSESSMENT OF UNDERREPRESENTATION**

Occupational Series/Employment  
Category OTHER-WAGE GRADE ENTRY

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	5.5	19.62	.28	28	28
BM	42.6	5.83	7.3	730	100+
BF	2.77	4.49	.617	61.7	62
HM	0	2.01	0	0	0
HF	0	.57	0	0	0
AP/M	0	.82	0	0	0
AP/F	0	.30	0	0	0
AMI/M	.92	.06	15.3	153	100+
AMI/F	0	.03	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category OTHER MID-LEVEL

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	1.17	19.62	.059	5.96	6
BM	16.4	5.83	2.8	280	100+
BF	0	4.49	0	0	0
HM	0	2.01	0	0	0
HF	0	.57	0	0	0
AP/M	0	.82	0	0	0
AP/F	0	.30	0	0	0
AMI/M	0	.06	0	0	0
AMI/F	0	.03	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$

Figure 3

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category OTHER SENIOR LEVEL

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	(A ÷ B)	Underrepresentation Index (UI) (A ÷ B) X 100=UI	Underrepresentation 100-UI = UR
WF	0	27.68	0	0	0
BM	18.1	3.07	3.1	310	100+
BF	0	2.23	0	0	0
HM	0	2.21	0	0	0
HF	0	1.00	0	0	0
AP/M	0	1.01	0	0	0
AP/F	0	.29	0	0	0
AMI/M	0	.11	0	0	0
AMI/F	0	.04	0	0	0

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$



**SECTION IV**  
**MULTI-YEAR GOALS**

**ULTIMATE GOALS**

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Professional/Entry

% of Races/National Origin  
 Group by Sec in CLF

	A	Ceiling P	Ultimate Goal (AXP)
WF	19.62	6	1.18
BM	5.83	6	.35
BF	4.49	6	.27
HM	2.01	6	.12
HF	.57	6	.034
A/PM	.82	6	.05
A/PF	.30	6	.018
A/IM	.06	6	.0036
A/IF	.03	6	.0018

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Professional/Mid level

% of Races/National Origin  
 Group by Sec in CLF  
 A

Ceiling  
 P

Ultimate Goal  
 (AXP)

	A	P	(AXP)
WF	19.62	41	8.04
BM	5.83	41	2.4
BF	4.49	41	1.8
HM	2.01	41	.82
HF	.57	41	.23
A/PM	.82	41	.33
A/PF	.30	41	.12
A/IM	.06	41	.025
A/IF	.03	41	.012

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Professional/Senior level

% of Races/National Origin  
 Group by Sec in CLF  
 A

Ceiling  
 P

Ultimate Goal  
 (AXP)

	A	P	Ultimate Goal (AXP)
WF	27.68	89	24.63
BM	3.07	89	2.73
BF	2.23	89	1.98
HM	2.21	89	1.96
HF	1.00	89	.89
A/PM	1.01	89	.90
A/PF	.29	89	.25
A/IM	.11	89	.09
A/IF	.04	89	.04

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
Category Administrative/Entry

% of Races/National Origin  
Group by Sec in CLF  
A

Ceiling  
P

Ultimate Goal  
(AXP)

	A	P	(AXP)
WF	19.62	63	12.4
BM	5.83	63	3.7
BF	4.49	63	2.8
HM	2.01	63	1.3
HF	.57	63	.36
A/PM	.82	63	.52
A/PF	.30	63	.19
A/IM	.06	63	.038
A/IF	.03	63	.018

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Administrative/Mid level

% of Races/National Origin  
 Group by Sec in CLF  
 A

Ceiling  
 P

Ultimate Goal  
 (AXP)

	A	P	(AXP)
WF	19.62	546	108
BM	5.83	546	31.9
BF	4.49	546	24.5
HM	2.01	546	10.9
HF	.57	546	3.1
A/PM	.82	546	4.47
A/PF	.30	546	1.6
A/IM	.06	546	.327
A/IF	.03	546	.163

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Administrative/Senior level

	% of Races/National Origin Group by Sec in CLF A	Ceiling P	Ultimate Goal (AXP)
WF	27.68	158	43.7
BM	3.07	158	4.85
BF	2.23	158	3.52
HM	2.21	158	3.49
HF	1.00	158	1.58
A/PM	1.01	158	1.59
A/PF	.29	158	.46
A/IM	.11	158	.069
A/IF	.04	158	.06



Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Technical/Mid level

% of Races/National Origin  
 Group by Sec in CLF  
 A

Ceiling  
 P

Ultimate Goal  
 (AXP)

	A	P	(AXP)
WF	19.62	91	17.85
BM	5.83	91	5.3
BF	4.49	91	4.08
HM	2.01	91	1.82
HF	.57	91	.52
A/PM	.82	91	.75
A/PF	.30	91	.27
A/IM	.06	91	.55
A/IF	.03	91	.027

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
Category Technical/Entry level

% of Races/National Origin  
Group by Sec in CLF

	A	Ceiling P	Ultimate Goal (AXP)
WF	19.62	84	16.48
BM	5.83	84	4.9
BF	4.49	84	3.8
HM	2.01	84	1.69
HF	.57	84	.49
A/PM	.82	84	.69
A/PF	.30	84	.25
A/IM	.06	84	.05
A/IF	.03	84	.025

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
Category Clerical/Entry level

% of Races/National Origin  
Group by Sec in CLF

	A	Ceiling P	Ultimate Goal (AXP)
WF	19.62	301	59
BM	5.83	301	17.5
BF	4.49	301	13.5
HM	2.01	301	6.0
HF	.57	301	1.7
A/PM	.82	301	2.5
A/PF	.30	301	.9
A/IM	.06	301	.18
A/IF	.03	301	.01

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Technical /Senior level

% of Races/National Origin  
 Group by Sec in CLF

	A	Celling P	Ultimate Goal (AXP)
WF	27.68	2	.55
BM	3.07	2	.06
BF	2.23	2	.04
HM	2.21	2	.04
HF	1.00	2	.02
A/PM	1.01	2	.02
A/PF	.29	2	.00
A/IM	.11	2	.00
A/IF	.04	2	.00

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Other-GS/ Entry level

% of Races/National Origin  
 Group by Sec in CLF  
 A

Ceiling  
 P

Ultimate Goal  
 (AXP)

	A	P	(AXP)
WF	19.62	20	3.92
BM	5.83	20	1.16
BF	4.49	20	.9
HM	2.01	20	.4
HF	.57	20	.11
A/PM	.82	20	.16
A/PF	.30	20	.06
A/IM	.06	20	.0012
A/IF	.03	20	.0006

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Clerical/Mid level

% of Races/National Origin  
 Group by Sec in CLF  
 A

Ceiling  
 P

Ultimate Goal  
 (AXP)

	A	P	(AXP)
WF	19.62	1	*
BM	5.83	1	*
BF	4.49	1	*
HM	2.01	1	*
HF	.57	1	*
A/PM	.82	1	*
A/PF	.30	1	*
A/IM	.06	1	*
A/IF	.03	1	*

\* Only one position in the command not statistically significant.

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Other-Wage grade/Mid level

% of Races/National Origin  
 Group by Sec in CLF  
 A

Ceiling  
 P

Ultimate Goal  
 (AXP)

	A	P	(AXP)
WF	19.62	101	19.8
BM	5.83	101	5.8
BF	4.49	101	4.5
HM	2.01	101	2.0
HF	.57	101	.57
A/PM	.82	101	.83
A/PF	.30	101	.30
A/IM	.06	101	.006
A/IF	.03	101	.003

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Other-Wage grade/Entry

% of Races/National Origin  
 Group by Sec in CLF

	A	Ceiling P	Ultimate Goal (AXP)
WF	19.62	118	23.15
BM	5.83	118	6.9
BF	4.49	118	5.3
HM	2.01	118	2.4
HF	.57	118	.67
A/PM	.82	118	.97
A/PF	.30	118	.35
A/IM	.06	118	.07
A/IF	.03	118	.04



Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
 Category Other-Wage grade / Senior level

% of Races/National Origin  
 Group by Sec in CLF  
 A

	A	Ceiling P	Ultimate Goal (AXP)
WF	27.68	9	2.5
BM	3.07	9	.27
BF	2.23	9	.20
HM	2.21	9	.20
HF	1.00	9	.1
A/PM	1.01	9	.1
A/PF	.29	9	.002
A/IM	.11	9	.009
A/IF	.04	9	.0036

**ANNUAL GOALS**

ANNUAL GOAL

Occupational Category/Employment  
 Series PROFESSIONAL MID LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	11	19.62	10	1.96	2
BM	1	5.83	10	.58	1
BF	2	4.49	10	.449	1
HM	1	2.01	10	.201	1
HF	1	.57	10	.169	1
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation

Figure 10

ANNUAL GOAL

Occupational Category/Employment  
Series PROFESSIONAL ENTRY LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	1	19.62	1	.1962	1
BM	1	5.83	1	.0583	1
BF	1	4.49	1	.0449	1
HM	1	2.01	1	.0201	1
HF	1	.57	1	.0169	1
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			
<p>* Individual CLF's less than 1%, groups aggregated to set one goal that may be filled by persons from any of the aggregated groups, IAW MD-707, page 46.</p>					

\*Annual Goal after pro-rating by underrepresentation

ANNUAL GOAL

Occupational Category/Employment  
 Series ADMINISTRATIVE ENTRY

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	9	19.62	14	2.75	3
BM	6	5.83	14	.82	1
BF	4	4.49	14	.63	1
HM	1	2.01	14	.28	1
HF	1	.57	14	.24	1
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation

Figure 10

**ANNUAL GOAL**

Occupational Category/Employment  
Series PROFESSIONAL SENIOR LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	21	27.68	14	3.87	4
EM	2	3.07	14	.43	1
BF	2	2.23	14	.31	1
HM	2	2.21	14	.31	1
HF	0	1.00	14		0
AP/M		1.01			
AP/F		.29			
AMI/M		.11			
AMI/F		.04			

\*Annual Goal after pro-rating by underrepresentation

ANNUAL GOAL

Occupational Category/Employment  
 Series ADMINISTRATIVE SENIOR LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UC) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	29	27.68	23	6.36	7
BM	5	3.07	23	.71	1
BF	4	2.23	23	.51	1
HM	2	2.21	23	.50	1
HF	0	1.00	23		0
AP/M		1.01			
AP/F		.29			
AMI/M		.11			
AMI/F		.04			

\*Annual Goal after pro-rating by underrepresentation

Figure 10

**ANNUAL GOAL**

Occupational Category/Employment  
Series ADMINISTRATIVE MID-LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	130	19.62	75	14.7	15
BM	34	5.83	75	4.4	5
BF	20	4.49	75	3.36	4
HM	3	2.01	75	1.5	2
HF	7	.57	75	1.26	2
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation



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ANNUAL GOAL

Occupational Category/Employment  
Series TECHNICAL MID-LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	22	19.62	12	2.35	3
BM	7	5.83	12	.7	1
BF	5	4.49	12	.54	1
HM	1	2.01	12	.24	1
HF	3	.57	12	.20	1
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation

Figure 10

ANNUAL GOAL

Occupational Category/Employment  
Series TECHNICAL ENTRY

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	8	19.62	17	3.3	4
BM	6	5.83	17	.99	1
BF	2	4.49	17	.76	1
HM	1	2.01	17	.34	1
HF	0	.57	17		1
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation

ANNUAL GOAL

Occupational Category/Employment  
Series CLERICAL ENTRY

Race/National Origin by Sex (a)	Ultimate Goal (UC) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	29	19.62	61	11.97	12
BM	23	5.83	61	3.6	4
BF	7	4.49	61	2.7	3
HM	3	2.01	61	1.2	1
HF	4	.57	61	1.03	1
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation

Figure 10

**ANNUAL GOAL**

Occupational Category/Employment  
Series TECHNICAL SENIOR LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	1	27.68	1	1.1	1
BM	2	3.07	1	.12	1
BF	1	2.23	1	.1	1
HM	1	2.21	1		1
HF		1.00			
AP/M		1.01			
AP/F		.29			
AMI/M		.11			
AMI/F		.04			

\*Annual Goal after pro-rating by underrepresentation

ANNUAL GOAL

Occupational Category/Employment  
 Series OTHER WAGE GRADE ENTRY

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	31	19.62	24	4.7	5
BM	3	5.83	24	1.4	2
BF	8	4.49	24	1.07	1
HM	11	2.01	24	.48	1
HF	3	.57	24	.4	1
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation

Figure 10

**ANNUAL GOAL**

Occupational Category/Employment  
Series OTHER GS ENTRY

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	5	19.62	2	.39	1
BM	2	5.83	2	.116	1
BF	1	4.49	2	.09	1
HM	1	2.01	2	.03	1
HF		.57			
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation

ANNUAL GOAL

Occupational Category/Employment  
 Series OTHER WAGE GRADE SENIOR LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	3	27.68	1	.2768	1
BM	1	3.07	1	.0307	1
BF	1	2.23	1	.0223	1
HM	1	2.21	1	.0390	1
HF		1.00			
AP/M		1.01			
AP/F		.29			
AMI/M		.11			
AMI/F		.04			

\*Annual Goal after pro-rating by underrepresentation

Figure 10

**ANNUAL GOAL**

Occupational Category/Employment  
 Series OTHER WAGE GRADE MID-LEVEL

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal
WF	28	19.62	17	3.33	4
BH	2	5.83	17	.99	1
BF	5	4.49	17	.76	1
HM	1	2.01	17	.34	1
HF	1	.57	17	.29	1
AP/M		.82			
AP/F		.30			
AMI/M		.006			
AMI/F		.003			

\*Annual Goal after pro-rating by underrepresentation



**SECTION V**  
**ANALYSIS OF BARRIERS**

<u>BARRIER</u>	<u>SPECIAL ACTION TO ELIMINATE BARRIER</u> <u>Action Steps</u>	<u>QUARTERLY</u> <u>MILESTONE(S)</u>
The area of consideration of local vacancy announcements is limiting the input of minorities and women candidates from external sources.	1. The area of consideration will be expanded on all applicable vacancy announcements. This will include Office of Personnel Management certificates and special appointments, (VRA, Handicapped, 30% Disabled Veterans) and will be used concurrently with Merit Promotion and other candidates.	1ST QTR SUSTAIN
	2. The CENPERCEN Skills Listing will be reviewed and applications requested from candidates to be considered concurrently. Reports are required quarterly from local Civilian Personnel Officers on the utilization of these listings.	1ST QTR SUSTAIN
	<u>Anticipated Results</u>	
	By expanding the area of consideration to include candidates and applicants from the PACE and MID-LEVEL registers, and special appointment authorities. It is expected that these additional sources will increase the number of minorities and women for consideration, and subsequent selection.	

Figure 12

BARRIER ANALYSIS						
Occupational Series/ *Employment Category	*Occupational Level	Barrier(s)	Special Action to Overcome Barrier(s)	Quarterly Milestones		
0132/ Administrative	MID	(1) Attached	(1) Attached	*	*	*

\* PATCO Category  
\* Entry, Mid, Senior

<u>BARRIER</u>	<u>SPECIAL ACTION TO ELIMINATE BARRIER</u>	<u>QUARTERLY MILESTONE</u>
Lack of intensive use of special appointing authorities (i.e., VRA, 30% disabled veterans, and the use of college coop programs which allows non-competitive conversion to permanent positions after graduation).	<p><u>Action Steps</u></p> <ol style="list-style-type: none"><li>1. The CPO will establish applicant supply files on VRAs and 30% disabled veterans, insuring that vacancy announcements include this information.</li><li>2. The CPOs will assist the Staff CPO in recruitment of college coop students.</li></ol> <p><u>Anticipated Results</u></p> <p>Statistical data indicates that entry is usually complicated and the examination procedures have an adverse impact on minorities. Therefore, the lack of testing or examination will assist in more expeditious placement. Goals may be obtained more rapidly.</p>	3/82

Figure 12

BARRIER ANALYSIS						
Occupational Series/ *Employment Category	*Occupational Level	Barrier(s)	Special Action to Overcome Barrier(s)	Quarterly Milestones		
Technical (1670)	Entry	(2) Attached	(2) Attached	*	*	*

- \* PATCO Category
- \* Entry, Iiid, Senior

<u>BARRIER</u>	<u>SPECIAL ACTION TO ELIMINATE BARRIER</u>	<u>QUARTER &amp; MILESTONE</u>
Lack of an EEO Advisory Committee to promote the intergration of EEO/CPO/Command Officials.	<p><u>Action Steps</u></p> <p>The commander will direct the formation of an EEO Advisory Committee with members being appointed from each installation CPO and EEO offices, a member from the command group, and a representative from the budget office.</p> <p><u>Anticipated Results</u></p> <p>It is believed that through interchange of ideas, suggestions, and recommendations, this committee will assist the command in meeting the established goals of the EEO AAP and FEORP. In addition, this will promote the cooperation and cohesive efforts vital to the overall sucess of eliminating impediments and barriers.</p>	1st QTR

Figure 12

Occupational Series/ *Employment Category	*Occupational Level	BARRIER ANALYSIS		Quarterly Milestones		
		Barrier(s)	Special Action to Overcome Barrier(s)			
Professional/ 855	Entry	(3) Attached	(3) Attached	*	*	*

- \* PATCO Category
- \* Entry, Ifid, Senior

**SECTION VI**  
**FEDERAL EQUAL OPPORTUNITY RECRUITING PLAN**  
**FEORP**



UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
HEADQUARTERS COMMAND  
FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)

FOREWORD

The United States Army Intelligence and Security Command is unique in that the Commanding General designated two spaces at Headquarters level in the Staff Civilian Personnel Office of Deputy Chief of Staff, Personnel for FEORP recruitment. This external procedure centralized the recruitment of the 21 career fields for interns and baccalaureate cooperative education program students. Although these recruitment efforts will largely be accomplished by the Staff FEORP Coordinators, the operating civilian personnel offices will supplement these actions and will receive applicants from the centralized effort.

4. Responsibilities: This headquarters and subordinate activities which are required to develop and submit Equal Employment Opportunity Affirmative Action Plans (AAPs) must include a local FEORP plan. Activity FEORP plans will be governed by policies and guidelines established by this command in accordance with Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 707. Accomplishment reports will be required by this headquarters for submission to Department of Army (DA), Office of Personnel Management (OPM), and EEOC.

5. Procedures:

a. Underrepresentation Determination. Statistical determinations of underrepresentation of minorities and women are required in EEOC MD 707 dated 23 January 1981. Subordinate activities are required to provide this data for submission to the Equal Employment Opportunity Officers for input into the local AAPs. FEORP targeted recruitment efforts are triggered whenever an underrepresentation is present.

b. Command Determination. Commands required to submit AAPs to EEOC will make underrepresentation determinations comparing their civilian workforce with National Civilian Labor for percentages using instructions contained in EEOC MD 707, FPM Letter 720-2, and other pertinent guidelines.

c. Activity Determination. Each subordinate activity will develop and maintain an index of underrepresentation of each occupational category and level by Professional, Administrative, Technical, Clerical, and Other (PATCO) in accordance with cited regulations.

d. Geographic Area. Geographic area is defined as the Standard Metropolitan Statistical Area (SMSA) for those activities located in such metropolitan areas (see EEOC MD 707, Appendix B). For those activities not located in an SMSA, data to be used for underrepresentation index computation are the data for the State in which the activity is located (see EEOC MD 703, Appendix B).

e. FEORP Requirements. Each subordinate activity will insure FEORP plans include the following:

- (1) An assessment of projected vacancies which will include external and internal recruitment programs.
- (2) An assessment on internal availability of candidates.
- (3) A description of specific efforts to recruit from likely sources of minority and female applicants.
- (4) A description of job redesign efforts.
- (5) FEORP priorities.

UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
HEADQUARTERS COMMAND  
FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)

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1. Purpose: Contained in this plan are procedural instructions and assignments of responsibilities for accomplishment of the Command Federal Equal Opportunity Recruitment Program (FEORP) plan. It prescribes the policies and procedures for implementation and maintenance.

2. Applicability: Each subordinate activity with an operating civilian personnel office, with appointing authority, is required to develop and implement a FEORP plan. Intelligence and Security Command (INSCOM) elements serviced by other than INSCOM personnel offices will be subject to local FEORP plans. Activities listed below will submit local FEORP plans to HQ INSCOM, ATTN: IAPER-SCPO, FEORP Coordinator.

Arlington Hall Station, Arlington, VA

Vint Hill Farms Station, Warrenton, VA

Administrative Survey Detachment, Fort George G. Meade, MD.

Activity plans will include all civilians serviced, including non-INSCOM elements.

3. Policies: In accordance with 5 CFR Part 720, it is the policy of the INSCOM to conduct a continuing program for the recruitment of minority group members and women. Definitive goals and actions, designed to eliminate underrepresentation based on the assessments made by subordinate activities, will be established.

(6) Identification of training and job development programs.

(7) A detailed description of recruitment methods which will eliminate underrepresentation and an explanation of how these efforts differ from previous strategies.

**6. FEORP Recruitment and Staffing Strategies Designed to Accomplish Affirmative Action:**

a. **Assessment of Underrepresentation. See Figure 13 (Incl 1).**

b. **The following external actions will be accomplished by operating civilian personnel offices in an effort to eliminate underrepresentation in identified categories. These actions will be considered in addition to those locally identified.**

(1) **Consideration of all positions GS-07 and WG-07 and below for possible Veterans Readjustment Appointment (VRA).**

(2) **Development of programs to recruit students from predominantly minority high schools for High School Cooperative Education Program.**

(3) **Headquarters INSCOM has agreements with three historically black colleges for the baccalaureate Cooperative Education Program. Subordinate activities should consider requesting from Commanders of their activities the provision of spaces for placement of students recruited by the Staff Civilian Personnel Office.**

(4) **Consideration of all positions for possible appointment of veterans with 30% or more disability.**

(5) **Preparation of booklets for presentation to separating military personnel to provide information on federal civilian employment application procedures and job opportunities.**

(6) **Provision of vacancy listings to State employment commission offices and minority and women's organizations for inclusion within their publications. Also, utilization of other recruitment sources such as news media, newspapers, Federal Research Service, or others.**

(7) **Counseling of temporary employees, student aides, and summer hire employees on methods of entry into permanent federal service employment.**

(8) **Utilization of Civilian Personnel Center (CIVPERCEN) Centralized Referral System for external candidates (Skills Listing). Operating civilian personnel offices will provide quarterly reports on the number of applicants referred, considered (best qualified), and selected. Also, include any requests for applications not answered and declinations.**

(9) Provision of recruitment packages to identified minority colleges and high schools. This literature should include information concerning INSCOM career fields and other pertinent information regarding entry into the federal service.

(10) Recruitment for clerical and technical positions at predominantly minority/female business and technical schools.

(11) Encouragement and training of supervisors and managers in restructuring their professional and technical positions to the lowest entry level so that when external recruitment methods are used, there will be more opportunities for minorities and females.

c. The following internal actions will be accomplished by the operating civilian personnel offices in addition to locally designed efforts:

(1) Establishment of a goal of two percent of total population serviced by each subordinate civilian personnel office for Upward Mobility Program (UMP) positions. Civilian personnel offices will disseminate this information to and provide training and counseling for supervisors and managers concerning all aspects of Upward Mobility.

(2) Provision of training concerning non-competitive appointments to supervisors and managers so that they may be aware of these authorities in relation to the FEORP implementation and accomplishment of affirmative employment objectives.

(3) Career counseling by training classes, training booklets, or other methods to minorities and females to insure they have adequate knowledge of Upward Mobility positions and career ladder progression.

(4) Dissemination of training information to all serviced employees. In addition, insure that minorities and women are not adversely affected by denial of requested training.

(5) Survey of skills for employees GS-09 and below to include wage grade employees. This survey will be conducted so that candidates may be identified to determine if developmental assignments may be made to assist them in career development.

(6) Survey, by Position and Pay Management Branches, of all positions to determine which ones may be structured downward for career ladder progression for employees.

d. In addition to the above listed actions, Headquarters Staff Civilian Personnel Office will maintain an applicant supply pool upon which to "draw" minority and female candidates. These applications will be collected from all available sources while actively recruiting at colleges, job fairs, and organizational conferences.

e. Priorities will be established in conducting surveys of positions which may be restructured for career ladder progression, dissemination of information, and training concerning the Upward Mobility Program.

f. Emphasis is being placed on accomplishment, establishment of definitive goals, and timetables which differ from previous strategies. In addition, trend analysis may now be made to insure that our recruitment actions/procedures are not barriers to minorities and females. Goals and timetables may be adjusted to meet the needs of INSCOM or to establish higher priorities which will enhance opportunities.

**SECTION VII**

**ACTION PLAN FOR PREVENTION OF SEXUAL  
HARASSMENT IN THE WORKPLACE**



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
ARLINGTON HALL STATION  
ARLINGTON VIRGINIA 22212

1 DEC 1991

SUBJECT: USAINSCOM Policy on the Prevention of Sexual Harassment

TO: ALL MEMBERS OF THE UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND

It is important that any behavior in the work place which interferes in work productivity and debilitates morale of the work force be avoided. The efforts of such conduct causes unreasonable disruption of careers and personal lives. The development and implementation of the plan of action for the prevention of sexual harassment in the work place, is one of the most vital aspects of the Equal Employment Opportunity Program. The plan of action insures the integrity of interpersonal and employment relationships are not undermined by the presence of sexual harassment. Each member of this command has the responsibility for the success of the plan for prevention of sexual harassment. I know that you all join me in full support of this policy and our objectives to eliminate and prevent sexual harassment in USAINSCOM.

*Albert N. Stubblebine III*  
ALBERT N. STUBBLEBINE III  
Major General, USA  
Commanding



FIGURE 14

Action Plan for Prevention of Sexual Harassment in the Workplace

	Quarterly Milestones			
	1ST	2ND	3RD	4TH
1.a. Policy statement is enclosed as cover to Action plan.				
1.b. Plan of Action is enclosed. Distribution of the USAINSCOM plan will commence immediately .	X	Sustain		
1.c. The Journal will publish an article on rights and steps to follow in filing a sexual harassment charge.		X		
- Commanders at all levels will issue management statements calling for renewed efforts to resolve and eliminate complaints of sexual harassment at the earliest possible time.	X			
- Appoint and train sufficient EEO counselors to receive and process charges in the most expeditious manner in the informal stage.		X	Sustain	
- Commanders and the EEOAC will monitor and evaluate the number of sexual harassment charges to determine trends.	X	Sustain		
1.d. The commanders policy statement, rights and steps to file a sexual harassment charge will become a package to be presented to all new employees.	X	Sustain		

FIGURE 14

Action Plan for Prevention of Sexual Harassment in the Workplace

1. Specific steps taken by the command to inform employees of their rights to file sexual harassment charges under Title VII.

- a. Policy Statement.
- b. Publish plan of plan of action.
- c. Publish article in command publication(The Journal) on rights and steps to follow in filing a sexual harassment charge.
- d. Policy statement and plan of action to be included in new employee and manager orientation package.

2. Types of Training programs conducted to inform supervisors and managers of their responsibilities and accountability for preventing sexual harassment in the workplace.

- a. OPM training programs.
- b. Federal Women Program Meetings
- c. Command conducted training programs.

3. Codes of conduct or other materials designed to curtail and/or prevent sexual harassment in the workplace issued.

Command will continue to issue Materials received from EEOC, OPM and the media on the prevention of sexual harassment in the workforce as they become available.

Quarterly Milestones

	1ST	2ND	3RD	4TH
	X			
	X			
		X		X
		X	Sustain	
	X	Sustain		
	X	Sustain		
	X	Sustain		
	X	Sustain		

FIGURE 14

Action Plan for Prevention of Sexual Harassment in the Workplace

3. Code of conduct or other material designed to curtail and/or prevent sexual harassment in the workplace.

Command will continue to issue materials received from EEOC, OPM and the media on the prevention of sexual harassment in the workforce as they become available.

Objectives:

Expand efforts to sensitize all personnel through publications and materials of:

- a. Merit System Principles.
- b. Federal code of conduct and ethics (proper performance of government's business by all employees)
- c. Uniform code of Military Justice.

Quarterly Milestones

1ST	2ND	3RD	4TH
X	Sustain		

FIGURE 14

Action Plan for Prevention of Sexual Harassment in the Workplace

2. Command training programs conducted to inform supervisors and managers of their responsibility and accountability for preventing sexual harassment in the workplace.

The initial steps taken in the command leadership role of eliminating sexual harassment in the workplace were the command FWP and others receiving training as course trainers on the subject in January-1981.

The command FWP conducted training 17-18 Feb 81 for command trainers in Prevention of Sexual Harassment. Training courses were held throughout April 1981 for over 800 USAINSCOM personnel. In addition, because of the limited instructors in the Metro Washington, DC area, USAINSCOM trainers assisted other federal and DOD agencies with their training task.

The commanders, heads of staff, and top level managers were the first to be trained in the prevention of Sexual Harassment. The obvious commitment of top level management to this controversial subject aided greatly in the overall acceptance of the training by all other command personnel.

**TRAINING ACCOMPLISHMENTS:**

- 11 Mar 81 PSH seminar for AAA
- 8-10 Apr 81 PSH crse for mngrs
- 21 Apr 81 PSH trng for Snr mngrs
- 26-29 May 81 PSH trng for employees/supervisors
- 3 Jun 81 PSH trng for National Security Agency/Intl threat Analysis Ctr.

Quarterly Milestones

1ST	2ND	3RD	4TH
X	Sustain		

**SECTION VIII**  
**MONITORING AND SELF-EVALUATION PROGRAM**

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## SECTION I. INTRODUCTION

1-1. INTRODUCTION. Pursuant to Section 717 of Title VII of the Civil Rights Act of 1964, as amended, the Equal Employment Opportunity Commission (EEOC) specifies that each agency (Major Operating Component) establish monitoring and self-evaluation procedures which will ensure that Affirmative Action Program Planning is integrated in local budget and management planning systems. This requires as a minimum:

- a. Information systems to provide periodic status reports on a statistical workforce profile and on affirmative action goals.
- b. Capability to monitor the achievement of specific goals within designated timetables.
- c. Capability to monitor agency (MOC) employment trends through review of personnel transactions and other historical or trend data, including the capability to collect internal and external applicant flow data.
- d. Integration of barrier analysis; elimination of impediments; innovative staffing techniques and concomitant revisions in agency (MOC) selection procedures.
- e. Capability to integrate overall management and budget planning with affirmative action planning.
- f. Capability to review proposed personnel actions which affect employment categories where goals have been established.

This should be related to the number of individuals from under-represented groups who are affected. In addition to the local monitoring and self-evaluation programs, EEOC has organized a centrally controlled effort to maintain continuity of program progress. On-site visits shall be made in each of the ten Federal Regions from corresponding EEOC field offices to evaluate the scope and effectiveness of agency/component affirmative action program plans. EEOC then plans to rank agencies based on their plans and accomplishments. This ranking will attempt to assess the extent of progress made by an agency/component in relation to its status at the beginning of the fiscal year. Thus, individual agencies/components will be evaluated on the rate of progress that has been made in eliminating under-representation.

1-2. PURPOSE AND SCOPE. This directive contains basic instructions to USAINSCOM commands and installations for the development, implementation, and reporting requirements of the affirmative action program plan, monitoring and self-evaluation program. The monitoring and self-evaluation process will be integrated into the command budget and management planning process. Commanders and managers must view the plan, each action, goal, policy and practice as subjects for recurring review, analysis, and evaluation to ensure goal achievement within designated timetables. The Monitoring and Self-evaluation Program is designed to determine the effectiveness of the

affirmative actions program planning efforts. The review and analysis must be of sufficient detail and depth to ensure that all program areas are thoroughly evaluated. The evaluation will ensure that significant and vigorous steps are being taken to implement affirmative action program plans and achieve results, not an expression of good intentions. The process herein allows analyzation of command efforts in support of affirmative actions, and determines whether planning is in fact productive, as measured by the results of those efforts.

1-3. APPLICABILITY. These instructions apply to those commands/installations who are assigned responsibilities for civilian personnel services and support.



## SECTION II. RESPONSIBILITIES

2-1. RESPONSIBILITIES. The involvement and commitment of all management officials is absolutely essential for success of the program, their's is the responsibility of leadership. It will require determination and positive direction by managers, supervisors and employees to ensure success.

a. Commanders. The commander assumes the following responsibilities:

(1) Communicates their support of EEO policies and the Affirmative Action Program Plan, and related programs.

(2) Publishes instructions for maintaining a monitoring and self-evaluation program, integrating affirmative action planning with command management and budget planning processes.

(3) Monitors and evaluates commands/installations responsiveness to affirmative action program plan goal achievement within timetables.

(4) Directs EEO technical assistance and guidance to commands and activities.

b. EQUAL EMPLOYMENT OPPORTUNITY OFFICERS (EEO). The EEO will assume the following responsibilities:

(1) Participate in the development and implementation of the Monitoring and Self-Evaluation Program.

(2) Advise commanders and managers on Affirmative Actions and Equal Employment Opportunity regulations, procedures, instructions, program progress and goal achievement.

(3) Apprise heads of staff and managers of actions required to implement and monitors conditions which affect the progress of the Affirmative Action Program Plan.

(4) Develop statistical information derived from data supplied by commands and activities for review by the EEO Advisory Committee, and the commander.

(5) Provide technical assistance and guidance in implementing the Monitoring and Self-Evaluation Program.

c. CIVILIAN PERSONNEL OFFICER. The Civilian Personnel Officers will assume the following responsibilities:

(1) Participate in the development and implementation of the Monitoring and Self-Evaluation Program.

(2) Provide technical assistance and guidance on the Federal Equal Opportunity Recruiting Program (FEORP).

(3) Monitor and provide data on all civilian personnel transactions, actions and applicant flow for review by the EEO Advisory Committee and the Commander.

(4) Monitor and Provide data in civilian personnel program areas, policy, procedures and employment criteria for integration of barrier analysis; elimination of impediments; staffing techniques and revisions in selection procedures.

(5) Monitor and provide data on civilian personnel training opportunities to ensure that policy, procedures and training criteria is consistent with Affirmative Action and Equal Employment Opportunity Programs.

d. DEPUTY CHIEF OF STAFF FOR AUTOMATION. The Deputy Chief of Staff for Automation will assume the following responsibilities:

(1) Provide the automated Standard Civilian Personnel Management Information System (SCIPMIS) support to the Monitoring and Self-Evaluation Program as required.

(2) Provide the automated Civilian Personnel Information System (CIVPERSINS) support to the Monitoring and Self-Evaluation Program as required.

(3) Provide technical assistance and guidance on data/information collection in support of the Monitoring and Self-Evaluation Program. Specific requirements, distribution and frequency are addressed at Appendix B: (Information Systems).

e. MANAGEMENT OFFICIALS. Managers will assume the following responsibilities:

(1) Support requirements specified in EEO Policy, Guidance and Affirmative Action Program Plans relating to the elimination of under-representation in defined occupational categories.

(2) Support the requirements of the Affirmative Action Program Plan, Monitoring and Self-Evaluation Program.

f. EEO ADVISORY COMMITTEE. The EEO Advisory Committee will assume the following responsibilities:

(1) Review the Command Affirmative Action Program Plan to monitor and evaluate the achievement of specific goals within timetables. Advise the commander on status of progress and recommend actions as required.

(2) Review the command employment trend data reflected by personnel transactions and actions, to include internal and external applicant data.

(3) Review proposed personnel actions which affect employment categories where goals have been established.

(4) Review Barrier Analysis and Elimination of impediments. Monitor the effectiveness of innovative staffing techniques and revisions to selection procedures aimed at increasing representation.

(5) Review Affirmative Action Program Planning integration into overall command management and budget planning.

### SECTION III. MONITORING AND SELF-EVALUATION PROGRAM

3-1. MONITORING PROCEDURES. To accomplish the task of monitoring and evaluating the Affirmative Action Program Plan, various data analysis methods are divided into the following steps:

- a. Analysis of Workforce Utilization.
- b. Analysis of Workforce Employment Trends.
- c. Analysis of Goal Achievement and Strategy.
- d. Self-Evaluation and Follow-Up.

Through the process outlined herein, the products of these analysis may be compared with the products of base quarter or year of the Affirmative Action Program Plan. This monitoring will identify additional areas requiring planning, implementing strategy, evaluation and follow-up. The evaluation of analysis products and other data/information will provide for decisions, appropriate to achieving Affirmative Action Program Planning goals within designated timetables. The monitoring and evaluation process is described in later paragraphs of these, and Equal Employment Opportunity Commission (EEOC) instructions (EEOC MD-707).

3-2. WORKFORCE UTILIZATION. The purpose of this analysis is to provide commands/installations with information to identify the degree to which race/national origin groups by sex are underrepresented in specified occupational series or employment categories and organizational units within the workforce.

This analysis has two steps:

Step 1: Workforce Profile. A workforce profile illustrates the dispersion of race/national origin groups by sex within employment categories and units. The profile consists of the following:

- (a) The number and percentage of employees from each race/national origin group by sex by grade/pay levels. An illustrative format is provided in Figure 3.
- (b) The number and percentage of employees from each race/national origin group by sex for each occupational level (entry, mid, and senior, including Senior Executive Service (SES) within each occupational series listed by Professional, Administrative, Technical, Clerical and Others (PATCO)). An illustrative format is provided in Figure 4.
- (c) The number and percentage of employees from each race/national origin group by sex in each occupational series with 100 or more positions or each employment category. An illustrative format is provided in Figure 4.

(d) The number and percentage of employees from each race/national origin group by sex within each organization unit. An illustrative format is provided in Figure 5.

Step 2. Assessment of Underrepresentation. An underrepresentation determination is defined as the disparity between the participation rate of a race/national origin group by sex in the appropriate Civilian Labor Force (CLF) and its participation in the command/installation workforce. Data for making these determinations are found in Appendix B, EEOC Management Directive 707, (MD-707). In determining underrepresentation, commands/installations must use the following data:

(a) The percentage of each race/national origin group by sex in each occupational series or employment category; and

(b) The percentage of each race/national origin group by sex in the appropriate Civilian Labor Force.

(c) Calculate underrepresentation as follows:

(1) % of group in employment category

$$\frac{\text{-----}}{\text{\% of group in relevant CLF}} \times 100 = \text{Underrepresentation Score}$$

% of group in relevant CLF

(2) An Underrepresentation Index (UI) of 100 or +

= No Underrepresentation

An Underrepresentation Index (UI) of 99 or -

= Underrepresentation

An Underrepresentation Index (UI) of 50 or -

= Severe Underrepresentation

An illustrative format is provided in Figure 8. Commands/installations are required to establish affirmative action goals and to implement FEORP program activities whenever underrepresentation is found. The EEO Committee (EEOAC) will advise commanders on progress made towards achievement of interim and annual goals to eliminate underrepresentation within their command/installation/workforce.

3-3. EMPLOYMENT TRENDS. These data categories reflect personnel actions, transactions and applicant flow effecting command/installation workforce composition. Trend analysis should be performed on product data resulting from the foregoing activities, reflecting change over time in the representation of each race/national origin by sex. The analysis conducted as a result of

This process can be utilized to measure and portray graphically employment trends affecting command/installation workforce composition. Current employment of employment trends should be forwarded to the EEO Advisory Committee and the commander for monitoring and evaluation, along with recommendations. The employment trends of employees/applicants from each race/national origin group by sex should be reflected as provided in Format in Figure 1.

a. Distribution of Accessions. This category includes all personnel transactions that caused a member to be added to the command/installation workforce, including, but not limited to, merit promotions from outside the activity, transfers from other agency activities as well as from other agencies, new hires to government services, re-hires to government service, temporary appointments, etc.. The number and percentage of employees from each race/national origin group by sex should be reflected as provided in format in Figure 6.

b. Distribution of Promotions. This category includes promotions of all component personnel. Promotion action can be identified by the Nature of Action Code 702 on Standard Form 50. This category does not include merit promotions that add new personnel to the workforce. The number and percentage of employees from each race/national origin group by sex should be reflected as provided in format in Figure 6.

c. Distribution of Applicants. This category includes internal and external applicant flow data. Referral applicant (candidate) data will be recorded on IA Form as provided in format in Figure 2. Applicant data will also be recorded on (Optional) OMB Form 50-R0-616. Both internal and external applicant flow data should be recorded by the number and percentage of employees from each race/national origin group by sex as provided in format in Figure 6.

d. Distribution of Personnel Actions. This category includes personnel actions which effect employment categories where goals have been established. This will include all formal adverse actions (i.e., reduction in grade for cause, termination for cause, suspensions, etc.). The number and percentage of employees from each race/national origin group by sex should be reflected as provided in format in Figure 6.

e. Distribution of Training. This category includes personnel training, the number and percentage of employees from each race/national origin group by sex participating in all training should be reflected as provided in format in Figure 7.

3-4. GOAL ACHIEVEMENT AND STRATEGY. All units preparing Multi-Year Plans (MYP's) are required to establish multi-year goals for each underrepresented race/national origin group by sex. These goals consist of an ultimate or long term goal, and an annual rate of hiring for each group that should be maintained over the five year plan cycle, in order to reach the ultimate goal of eliminating underrepresentation. Separate goals for each group are to be set for occupational series with 100 or more positions, or for employment categories. All goals set by employment category or series with 100 or more positions must also be divided into occupational levels or grade groupings.

a. ULTIMATE ("LONG TERM") GOALS (UG). In order to calculate the ultimate goal for each underrepresented group, components must multiply the authorized personnel ceiling for each occupation or employment category by the percentage of the race/national origin group by sex in the relevant CLF.

The Formula is:  $A \times P = UG$

Where:

A - the percentage of the group in the appropriate CLF

P = the authorized personnel ceiling

UG - the ultimate or long term goal (actual number of positions necessary to ensure full representation)

An illustrative format is provided in Figure 9. Commands/installations must use this figure as a benchmark by which to monitor incremental progress in applying the annual rate of hire and towards achievement of the ultimate, or long term goal.

b. ANNUAL (RATES of HIRE and PROMOTION) GOALS. Commands/installations are required to maintain an annual "rate" percentage at which members of each race/national origin groups by sex will be hired or promoted in order to eliminate underrepresentation for the entire five-year planning cycle. It is expected that this annual rate is measurable progress each year toward the long-term goal of full representation. The cardinal principle is that underrepresentation must be eliminated in the shortest feasible time.

The Formula is:  $P \times AV = Goal$

Where:

P = the percentage of the race/national origin group by sex in the relevant CLF.

AV = the average number of vacancies over the last five years

G = the goal, i.e., the number of opportunities required for the group based on the rate of hire and severity of underrepresentation.

An illustrative format is provided in Figure 10.

c. PRORATING ANNUAL GOALS. (TO BE ADDED LATER)

d. ANALYSIS OF BARRIERS. A critical part of command/installation affirmative action planning is an assessment of personnel policies, practices and procedures which may serve as impediments to full representation for minorities and women. Commands/installations must complete the format provided in Figure 12 for each barrier that is identified. Barriers should be examined in the context of the entire recruiting and staffing procedure. Each critical decision point within the personnel process provides managers with opportunities to exercise discretion and adopt alternatives (strategies) which will facilitate the elimination of these barriers.

(1) Review action steps outlined to eliminate the barriers, and timetables for completion of each step.

(2) Review anticipated results to elimination of identified barriers.

3-3. EVALUATION AND FOLLOW-UP. This process addresses the evaluation of the results of implementing the Affirmative Actions Program Plan. What happened? Did anything happen? Just how effective were the decisions that were made in implementing this plan of action? To what extent were the goals and objectives of the plan achieved? The follow-up phase of this process addresses appropriate corrective action to rectify those outcomes which either happened or failed to happen due to previous implementation or follow-up. A narrative will be developed which addresses the progress made in achieving each goal or objective. For those goals or objectives not achieved within designated timetables, a specific explanation will be provided showing cause(s) for the delay and anticipated follow-up (corrective) action.

a. Commanders assigned civilian personnel service and support responsibilities shall monitor and evaluate the progress of Affirmative Actions Program Planning goal achievement complying with instructions herein.

b. The Equal Employment Opportunity Officer shall conduct briefings for commanders and principle officials on specifically identified areas of the command monitoring and evaluation program requiring immediate management focus.

c. The Equal Employment Opportunity Advisory Council shall advise and make recommendations to the commander on planning proposals, follow-ups, and actions to ensure Affirmative Action Program Planning goal achievement, within specified timetables.



SECTION IV. REPORTS CONTROL

4-1. Report Control Symbol (RCS) IACS-EE0-36 is assigned to reporting requirements to be submitted under these instructions.

APPENDIX A

GLOSSARY OF TERMS

Affirmative Action Goal - A numerical goal established for the fiscal year which is derived by computations based on the civilian labor force representation and agency vacancy projections.

Agency - Those agencies with employees covered by Section 717 of Title VII of the Civil Rights Act of 1964.

Applicant Sources - Any entity from which members of underrepresented groups can be recruited for federal employment.

Barrier Analysis - A review and analysis of selection procedures to determine those procedures which impede agency efforts to eliminate underrepresentation or to offer equal employment opportunities to underrepresented groups.

Civilian Labor Force - The number of persons 16 years of age and over except those in the armed forces, who are employed or seeking employment.

Determination of Underrepresentation - A comparison between the percent of a particular race, national origin group by sex in a category of federal employment and the percentage of the same group in the appropriate civilian labor force.

FEORP - Federal Equal Opportunity Recruitment Program - An affirmative recruitment program required by the Civil Service Reform Act of 1978 and predicated upon a determination of underrepresentation in various categories of civil service employment. The program provides for an applicant pool of highly qualified personnel for potential employment.

Grade or Pay Level - The specific levels within the prevailing pay structure (general schedule (GS), wage grade (WG), or other).

Mainstream Occupations - Those occupational series with the widest grade range between entry and the full performance levels.

Major Operating Components - Discrete organizational or functional units below command level which have designated installation or unit civilian personnel offices.

Monitoring System - Internal agency systems designed to track actions being taken by the agency to ensure compliance with the requirements set forth in these instructions.

Most Populous Occupations - Those occupational series within an agency which have the largest number of actual or projected authorized positions.

Multi-Year Plans - An affirmative action planning cycle which will extend beyond one year and will coincide with agency ongoing budgetary and management planning in order to address both long term and short term goals.

Professional Grouping - An aggregate of professional and technical occupations in the national and SMSA civilian Labor force which will be used as the statistical base for determining underrepresentation and setting goals for professional occupations within the agency.

Professional Occupations - As specified in the PATCO occupations of FPM Letter 720-2.

Qualifiable - Those persons who do not presently possess the requisite qualifying factors for lateral or promotional placement, but who through specialized training and/or assignments may advance into an under-represented employment category.

Race, National Origin, Groups by Sex ("Group") - The racial and ethnic categories to be used in affirmative action program plans. In all instances data and calculations for each group must also differentiate male and female. The UGESP requires analysis of race or sex data. Under these instructions, it is required that analyses be completed for each national origin group by sex.

White (not of Hispanic origin)

Black (not of Hispanic origin)

Hispanic

American Indian or Alaskan Native

Asian or Pacific Islander

Staffing/Recruitment Strategies - Staffing techniques which are designed to increase the available pools of qualified applicants from among underrepresented groups.

Standard Metropolitan Statistical Area (SMSA) - A standard geographic area used for federal data and programmatic implementation, based on the general concept of an integrated economic and social unit with a recognized large population nucleus, generally a city of 50,000 or more.

Uniform Guidelines on Employee Selection Procedures (USGESP) - Guidelines which set forth standards and procedures to be used by commanders and managers in analyzing selection procedures.

APPENDIX A

GLOSSARY OF TERMS

- Affirmative Action Goal - A numerical goal established for the fiscal year which is derived by computations based on the civilian labor force representation and agency vacancy projections.
- Agency - Those agencies with employees covered by Section 717 of Title VII of the Civil Rights Act of 1964.
- Applicant Sources - Any entity from which members of underrepresented groups can be recruited for federal employment.
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- Civilian Labor Force - The number of persons 16 years of age and over except those in the armed forces, who are employed or seeking employment.
- Determination of Underrepresentation - A comparison between the percent of a particular race, national origin group by sex in a category of federal employment and the percentage of the same group in the appropriate civilian labor force.
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- Grade or Pay Level - The specific levels within the prevailing pay structure (general schedule (GS), wage grade (WG), or other).
- Mainstream Occupations - Those occupational series with the widest grade range between entry and the full performance levels.
- Major Operating Components - Discrete organizational or functional units below command level which have designated installation or unit civilian personnel offices.
- Monitoring System - Internal agency systems designed to track actions being taken by the agency to ensure compliance with the requirements set forth in these instructions.
- Most Populous Occupations - Those occupational series within an agency which have the largest number of actual or projected authorized positions.

Vacancy Projections - Annual estimates of unencumbered authorized positions that will occur within an agency during a fiscal year.

Work Force Profile - An analysis of the agency work force showing the dispersion of race, national origin groups, by sex within specified employment categories.

APPENDIX B  
INFORMATION SYSTEMS

The instructions contained in this appendix provide a general outline of the information systems requirements for the monitoring and self-evaluation program. The following status reports are required as indicated:

<u>REPORT</u>	<u>FREQUENCY</u>	<u>PREPARATION</u>	<u>USER</u>
CIVPERSIN	QUARTERLY Or as Required	AUTOMATION	CPO/EEO
SCIPMIS	"	AUTOMATION	CPO/EEO
WORKFORCE PROFILE	"	CPO/EEO	EEOAC/CDR
UNDERREPRESENTATION	"	CPO/EEO	EEOAC/CDR
EMPLOYMENT TRENDS	"	CPO/EEO	EEOAC/CDR
APPLICANT FLOW	"	CPO/EEO	EEOAC/CDR
GOAL ACHIEVEMENT & STRATEGY NARRATIVE	"	EEOAC	COMMANDER
EVALUATION & FOLLOW-UP	"	EEOAC	COMMANDER

Figure 1

TRENDS ANALYSIS SUMMARY

Command/Installation:						Race/National origin:						Sex:		
Period of Report:						Subject category:								
Prepared by:						Date of Report:								
Difference between actual and expected racial/national origin or sex group under-representation of subject category														100%
														75%
														50%
														25%
														0%
														25%
														50%
														75%
														100%
Under-representation														<del>X</del>
% in category														
% in CLF														
Year/Quarter														

APPENDIX C

EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE (EEOAC)

The members of the EEOAC shall serve as a forum for monitoring and evaluating proposed policy, planning and procedures relating to affirmative action program plans. The committee will make periodic status reports to the commander on results of their monitoring and evaluating the affirmative action program plan relevant to goal achievement, and the effectiveness of implementing strategy. This will include, an evaluation of the current status of the plan, advice and recommendations for follow-up/corrective action. Implementation of commander approved actions, will be in accordance with instructions accompanying each action or modification of the plan.

**COMMITTEE COMPOSITION.** The composition of the EEOAC is critical to its effectiveness in monitoring and evaluating the affirmative actions plan. The committee shall be composed of members who have the requisite skills and knowledge to integrate affirmative actions planning with overall management and budget planning of the command. Members are required to advise and make recommendations to the commander, this will require the authority to make commitments for the activity they represent. The following is the minimum membership of the EEOAC:

- a. Command Representative
- b. DCSPER/DPCA Representative
- c. Budget Office/Resource Management Representative
- d. CPO (Recruiting and Placement) Representative
- e. FEORP Representative
- f. EEO Representative

**REPORTING REQUIREMENTS.** The chairperson of the EEOAC (normally the commander's Representative) will cause status reports to be made at a frequency determined by the commander, but not less than quarterly. The reports should include the monitoring procedures outlined in para 3-1 of these instructions.









REFERRAL AND SELECTION ROSTER (EEO) (Exempt Report Chapter 7-2h, AR 335-15)		Date of Preparation of DA-2600	
INSTRUCTIONS: TO BE COMPLETED BY SELECTING SUPERVISOR & RETURNED WITH DA-2600.			
TO THE SELECTING SUPERVISOR: A continuing evaluation is necessary to maintain a positive Equal Employment Program. This form will provide informational criteria to assist in this evaluation, to prepare quarterly progress reports and to point out specific areas where special emphasis must be placed. This form must be signed by the selecting supervisor and initialed by the Division Chief.			
1. POSITION TO BE FILLED: (Title, series, grade)		2. ORGANIZATION AND BRANCH	
3. ANNOUNCEMENT NO. & DATE		4. NAME OF SELECTEE:	
5. UPWARD MOBILITY POSITION: <input type="checkbox"/>	6. TRAINEE POSITION: <input type="checkbox"/>	7. FULL PERFORMANCE POSITION <input type="checkbox"/>	
8. TOTAL NUMBER CANDIDATES REFERRED:	9. SELECTION MADE BY: <input type="checkbox"/> SUPERVISOR <input type="checkbox"/> PANEL		
10. (Fill in the following data based on visual observation only. Place an X in the appropriate column to indicate selection.)			
ETHNIC GROUP	# INTERVIEWED IN PERSON	# INTERVIEWED BY APPLICATION	SELECTION
	MALE    FEMALE	MALE    FEMALE	MALE    FEMALE
Black, not of Hispanic Origin	___	___	___
Hispanic	___	___	___
Native American	___	___	___
Asian, Pacific Islander	___	___	___
Alaska Native	___	___	___
White, Not of Hispanic Origin	___	___	___
UNKNOWN	___	___	___
CANDIDATES DECLINED: ___	___	___	___
11. SELECTION OF HANDICAPPED INDIVIDUAL: <input type="checkbox"/> YES <input type="checkbox"/> NO			
12. REMARKS:			
13. DATE	TYPED NAME AND SIGNATURE OF SELECTING OFFICIAL		DIV CHIEF'S INITIALS



Figure 6

**WORKFORCE PROFILE - PERSONNEL ACTIONS/TRANSACTIONS  
(EMPLOYMENT TRENDS)**

PERSONNEL ACTIONS/ TRANSACTIONS	TOTAL				WHITE				BLACK				HISPANIC				ASIAN AMERICAN/ PACIFIC ISLANDER				AMERICAN INDIAN/ ALASKA NATIVE				
	MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		MEN		WOMEN		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
ACCESSIONS																									
Status																									
Non-status																									
PROMOTIONS																									
Competitive																									
Non-Competitive																									
APPLICANTS																									
Internal																									
External																									
SEPERATIONS																									
Voluntary																									
Involuntary																									
SUSPENSIONS																									
GRADE REDUCTIONS																									

Note: Personnel Actions/Transactions are to be listed for each PATCO category

Figure 9

ULTIMATE GOAL FORMULA

Occupational Series/Employment  
Category \_\_\_\_\_

% of Races/National Origin  
Group by Sec in CLF  
A

Ceiling  
P

Ultimate Goal  
(AXP)

	A	P	(AXP)
WF			
BM			
BF			
HM			
HF			
A/PM			
A/PF			
A/IM			
A/IF			

Figure 8

ASSESSMENT OF UNDERREPRESENTATION

Occupational Series/Employment  
Category \_\_\_\_\_

Race/National Origin Group of Sex	% of Class Category (A)	% of Class Class CLF (B)	$(A \div B)$	Underrepresentation Index (UI) $(A \div B) \times 100 = UI$	Underrepresentation $100 - UI = UR$

$$\text{Underrepresentation} = \frac{\% \text{ class group represented in category}}{\% \text{ class group represented in CLF}} \times 100$$



Figure 11

**PRORATING ANNUAL GOALS**

Occupational Series/Employment  
Category \_\_\_\_\_

Race/National Origin by Sex Groupings	Under Representation Score	100-UR	WEIGHTED INDEX	Rate	Adjusted Annual Goals
WF					
BM					
BF					
HM					
HF					
A/PM					
A/PF					
A/IM					
A/IF					

Figure 10

**ANNUAL GOAL**

Occupational Category/Employment Series \_\_\_\_\_

Race/National Origin by Sex (a)	Ultimate Goal (UG) (b)	% Group in CLF (c)	Estimate of Opportunities (d)	Annual Goal (c) x (d)	*Annual Goal

\*Annual Goal after pro-rating by underrepresentation



Figure 12

**BARRIER ANALYSIS**

Occupational Series/ *Employment Category	*Occupational Level	Barrier(s)	Special Action to Overcome Barrier(s)	Quarterly Milestones		

\*PATCO Category  
\*Entry, Mid, Senior

FIGURE 14

Action Plan for Prevention of Sexual Harassment in the Workplace

Quarterly Milestones

1ST	2ND	3RD	4TH

*Detty*



DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL  
WASHINGTON, D.C. 20310

REPLY TO  
ATTENTION OF

22 MAR 1985

DAPE-CPA

SUBJECT: FY 84 Annual Report to Congress on Federal Equal  
Opportunity Recruitment

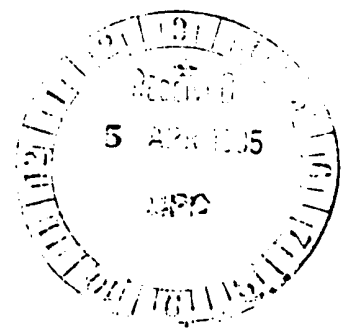
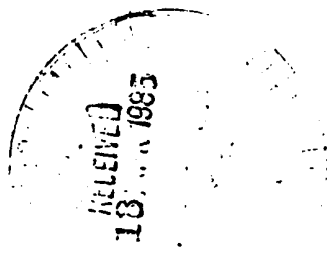
SEE DISTRIBUTION

Attached for your information and use in assessing MACOM and installation affirmative action accomplishments is a copy of the Office of Personnel Management's FY 84 Annual Report to Congress on Federal Equal Opportunity Recruitment Program. The information should be made available to both Equal Employment Opportunity Officers and Civilian Personnel Officers who share responsibility for effective affirmative action.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

*John F. Nelson*  
John F. Nelson  
Chief, Affirmative Action  
Office

Attachment



DAPE-CPA

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CHIEF, U.S. ARMY CIVILIAN PERSONNEL CENTER  
ADMINISTRATOR, U.S. ARMY CIVILIAN APPELLATE REVIEW AGENCY

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## Introduction

This is the Sixth Annual Report to Congress on the implementation of the Federal Equal Opportunity Recruitment Program (FEORP). Public Law 95-454, Section 310 of the Civil Service Reform Act of 1978 established FEORP. The law, now codified as Section 7201 of Title 5 of the U.S. Code, requires, "to the maximum extent practicable . . . that each Executive agency conduct a continuing program for the recruitment of members of minorities for positions in the agency . . . that the Office conduct a continuing program of -- assistance to agencies in carrying out programs, evaluation and oversight and . . . not later than January 31 of each year, the Office shall prepare and transmit to each House of the Congress a report on the activities of the Office and of Executive agencies."

This report focuses on: (1) a statistical overview of significant Governmentwide accomplishments, (2) a description of key OPM monitoring, evaluation, and technical assistance activities in support of FEORP, (3) a summary of agency FEORP activities, and (4) an assessment of future directions for FEORP.

## Overview for FY 84

### A. Changes in the Employment of Women and Minorities - Overall

The FEORP covered Federal Civilian Workforce (FCW) increased by 0.7% from September 1983 to September 1984. Women now comprise 39.8% and minorities 25.1% of the Federal Workforce, an increase of 0.4% and 1.0% respectively over FY 83 representation figures. The only discernible changes in minority/gender representation in the FCW occurred for total women and white men. The representation of women increased by 0.4 percentage points, while that of white men decreased by 0.6 percentage points. Other minor changes in representation in the total FCW are as follows:

- Hispanic men and women and Asian/Pacific Islander men and women all increased their representation by 0.1%.<sup>1</sup>
- The representation of Black and white women increased in all categories except clerical and blue-collar.
- The representation of minority groups in the Federal workforce generally exceed their representation in the civilian labor force. Hispanic men and women increased their representation in nearly all GS and blue-collar pay grades.

---

<sup>1</sup> The miscoding of about 9,000 Native Americans as White which occurred for the Department of Interior's Bureau of Indian Affairs in September 1983 has been corrected. Because of the inaccurate data in 1983, however, no Native American comparisons could be made for 1983 to 1984.

Summary of Agency FEORP ActivitiesA. Occupational Priorities in Agency FEORPS

From plan reviews and data available, agencies continue to set their priorities in the professional (P) and administrative (A) categories. There were increases in these two categories for minorities and women. (See Table 2a.)

B. Targeted Recruitment

1. In setting their FEORP priorities, agencies most frequently mentioned the following internal and external activities:

Internal Activities

Upward Mobility Programs  
Merit Promotion  
Internships  
Contact with other Federal agencies

External Activities

College/Campus Recruiting  
Cooperative Education Programs  
Advertisements  
Use of special hiring authorities

C. OPM Actions

1. OPM improved its reporting format in FY 84 because it can obtain data on agencies from numerous other sources such as the Central Personnel Data File, Agency Compliance and Evaluations onsite reviews, technical assistance visits, plan reviews, and the Equal Employment Opportunity Commission. This change is cost effective and will allow agencies to concentrate on FEORP implementation rather than expending limited resources or meeting unnecessary reporting requirements. Feedback from agencies has been favorable.
2. OPM has provided agencies with extensive guidance through oral and written communications. Ongoing assistance is provided through regular IAG meetings, special issuances such as the Spotlight on Affirmative Employment Programs, Temas De Interes, and special letters to agencies. A memorandum was also issued to agency Directors of Administration on merit promotion and special hiring authorities.
3. A Federal Women's Executive Leadership Program was developed and implemented which was well received by women's groups, heads of agencies, the White House and Congressional Representatives. This program was initiated to prepare women in GS 9-12 positions for future supervisory, managerial and executive positions. Sixty-four women were selected, representing 52 agencies. Thirty-three percent of the participants were minorities.
4. During this period, OPM conducted 32 FEO related courses that supported FEORP. A total of 521 sessions were conducted with 11,756 participants in attendance.

APPENDIX A

A. Data Tables

Table 1. Employment Participation Rates

Table 2. Comparison of Occupational Categories:  
September 30, 1983 to September 30, 1984

Table 2a. Comparison of FEORP Occupation Categories by Race/National  
Origin and Gender, September 30, 1983 to September 30, 1984

Table 3. Trend in Representation of Blacks in the Federal Civilian  
Work Force by GS Grade and Selected Blue-Collar Pay Plans as  
of September 30, 1984

Table 4. Trend in Representation of Hispanics in the Federal Civilian  
Work Force by GS Grade and Selected Blue-Collar Pay Plans as  
of September 30, 1984

Table 5. Trend in Representation of Asian/Pacific Islanders in the  
Federal Civilian Work Force by GS Grade and Selected Blue-  
Collar Pay plans as of September 30, 1984

Table 6. Trend in Representation of White Women in the Federal  
Civilian Work Force by GS Grade and Selected Blue-Collar Pay  
Plans as of September 30, 1984

Table 2. Comparison of FEORP Occupational Categories:  
September 30, 1983 to September 30, 1984

	September 1983	September 1984	1983 to 1984	Percent Change
Total	1,847,486	1,860,368	+ 12,882	+ 0.7
Total White-Collar	1,459,475	1,478,583	+ 19,108	+ 1.3
Professional	277,024	279,984	+ 2,960	+ 1.1
Administration	391,462	414,843	+ 23,381	+ 6.0
Technical	344,298	338,473	- 5,825	- 1.7
Clerical	405,994	399,186	- 6,808	- 1.7
Other	40,697	46,097	+ 5,400	+ 13.3
Unspecified	0	0	0	0.0
Total Blue-Collar	388,011	381,785	- 6,226	- 1.6

Source: U.S. Office of Personnel Management's Central Personnel Data File. Data include only Executive Branch agencies covered under FEORP.

Table 3. Trend in Representation of Blacks in the Federal Civilian Work Force by GS/GM Grade and Selected Blue-Collar Pay Plans (as of September 30)

	Government-wide Totals			Percent Black			Indices*		
	1982	1983	1984	1982	1983	1984	1982	1983	1984
	<b>Men</b>								
GS01	1,618	1,466	1,732	8.5	8.5	8.3	167	167	160
GS02	6,449	5,306	5,583	7.3	7.5	7.9	143	147	152
GS03	23,178	21,557	21,650	6.0	5.9	6.1	118	116	117
GS04	41,898	41,155	41,592	5.0	5.2	5.3	98	102	102
GS05	57,906	56,224	57,936	5.6	5.5	5.5	110	108	106
GS06	24,678	23,419	23,477	4.8	4.8	4.8	94	94	92
GS07	61,886	60,821	59,639	4.9	4.8	5.0	96	94	96
GS08	13,853	13,352	13,273	5.8	5.9	5.9	114	116	113
GS09	90,410	88,803	89,533	5.2	5.2	5.3	102	102	102
GS10	16,709	15,886	16,017	3.5	3.4	3.6	69	67	69
GS11	122,271	121,880	123,113	4.5	4.6	4.7	88	90	90
GS12	140,802	140,385	141,365	4.3	4.3	4.3	84	84	83
GS13	99,978	95,370	96,510	3.9	4.0	4.0	76	78	77
GS14	52,670	52,031	52,910	3.8	3.8	3.8	75	75	73
GS15	26,801	26,482	26,966	3.5	3.4	3.3	69	67	63
WG	293,451	297,124	292,072	16.7	16.4	16.1	327	324	310
WL	11,352	10,751	10,663	16.4	15.4	15.2	322	302	292
WS	36,483	35,635	35,619	12.9	12.4	12.3	253	243	237
Total	1,122,393	1,107,647	1,109,650	-	-	11.9	-	-	-
	<b>Women</b>								
GS01	4,699	4,103	4,320	28.4	28.6	27.2	568	572	533
GS02	16,880	14,630	14,341	21.8	22.5	22.1	436	450	433
GS03	71,187	70,137	68,433	17.7	19.4	19.1	354	388	375
GS04	139,665	138,187	135,264	17.1	17.6	18.2	342	352	357
GS05	145,143	143,960	145,955	15.1	15.1	15.5	302	302	304
GS06	69,074	68,342	68,382	16.8	17.3	17.2	336	346	337
GS07	77,856	78,908	80,102	11.4	11.7	12.2	228	234	239
GS08	14,419	14,624	15,186	13.6	14.2	14.8	272	284	290
GS09	55,001	56,308	59,240	6.4	6.7	6.8	128	134	133
GS10	12,156	12,647	13,134	7.7	8.4	8.5	154	168	167
GS11	40,782	43,853	47,404	4.5	4.8	5.0	90	96	98
GS12	26,612	29,231	32,633	2.9	3.2	3.4	58	64	67
GS13	12,478	13,513	14,759	1.8	2.1	2.1	36	42	41
GS14	4,657	5,063	5,653	1.0	1.1	1.2	20	22	24
GS15	1,920	2,058	2,288	0.7	0.8	0.8	14	16	16
WG	35,608	35,737	36,118	4.3	4.2	4.3	86	84	84
WL	853	774	741	3.5	3.5	3.3	70	70	65
WS	1,336	1,226	1,293	1.8	1.8	1.8	36	36	35
Total	730,326	733,301	745,246	-	-	22.6	-	-	-

\*To help understand the changes in representation of minorities and women in Federal employment, OPM developed a single numerical index which shows the ratio between the percentage of a minority/sex group's representation in an employment category (occupation group and grade) with that same group's annual average representation in the civilian labor force. An index of 100 is used where 100 indicates full representation and anything less constitutes underrepresentation as defined in the Civil Service Reform Act, and anything over 100 means greater representation than the civilian labor force.

Note: All percentages and indices are based on Government-wide totals (men and women combined).

Source: OPM's Central Personnel Data File. Executive Branch agencies covered under FEORP.

Table 5. Trend in Representation of Asian/Pacific Islanders in the Federal Civilian Work Force by GS/GM Grade and Selected Blue-Collar Pay Plans (as of September 30)

	Government-wide Totals			Percent Asian/Pac. Isl.			Indices*		
	1982	1983	1984	1982	1983	1984	1982	1983	1984
	<b>Men</b>								
GS01	1,618	1,466	1,732	0.7	0.9	1.3	70	82	118
GS02	6,449	5,306	5,583	0.6	0.8	0.9	60	73	82
GS03	23,178	21,557	21,650	0.5	0.5	0.7	50	45	64
GS04	41,898	41,155	41,592	0.5	0.6	0.6	50	55	55
GS05	57,906	56,224	57,936	0.7	0.8	0.8	70	73	73
GS06	24,678	23,419	23,477	0.6	0.5	0.6	60	45	55
GS07	61,886	60,821	59,639	1.0	1.1	1.1	100	100	100
GS08	13,853	13,352	13,273	0.8	0.8	0.9	80	73	82
GS09	90,410	88,803	89,533	1.2	1.4	1.5	120	127	136
GS10	16,709	15,886	16,017	0.8	0.7	0.8	80	64	73
GS11	122,271	121,880	123,113	1.7	1.8	1.9	170	164	173
GS12	140,802	140,385	141,365	2.1	2.2	2.3	210	200	209
GS13	99,978	95,370	96,510	1.7	1.8	2.0	170	164	182
GS14	52,670	52,031	52,910	1.3	1.4	1.5	130	127	136
GS15	26,801	26,482	26,966	1.0	1.0	1.1	100	91	100
WG	293,451	297,124	292,072	3.2	3.2	3.3	320	291	300
WL	11,352	10,751	10,663	3.3	2.9	3.1	330	264	282
WS	36,483	35,635	35,619	2.7	2.5	2.6	270	227	236
Total	1,122,393	1,107,647	1,109,650	-	-	2.8	-	-	-
	<b>Women</b>								
GS01	4,699	4,103	4,320	2.0	1.8	2.0	250	225	222
GS02	16,880	14,630	14,341	1.2	1.6	1.8	150	200	200
GS03	71,187	70,137	68,433	1.6	1.9	1.9	200	238	211
GS04	139,665	138,187	135,264	1.3	1.5	1.5	163	188	167
GS05	145,143	143,960	145,955	1.4	1.5	1.6	175	188	178
GS06	69,074	68,342	68,382	1.3	1.4	1.4	163	175	156
GS07	77,856	78,908	80,102	1.1	1.2	1.2	138	150	133
GS08	14,419	14,624	15,186	0.7	0.7	0.7	88	88	78
GS09	55,001	56,308	59,240	0.9	1.0	1.1	113	125	122
GS10	12,156	12,647	13,134	0.8	0.8	0.9	100	100	100
GS11	40,782	43,853	47,404	0.6	0.6	0.7	75	75	78
GS12	26,612	29,231	32,633	0.3	0.3	0.4	38	38	44
GS13	12,478	13,513	14,759	0.2	0.3	0.3	25	38	33
GS14	4,657	5,063	5,653	0.2	0.2	0.2	25	25	22
GS15	1,920	2,058	2,288	0.1	0.1	0.2	13	13	22
WG	35,608	35,737	36,118	0.3	0.3	0.4	38	38	44
WL	853	774	741	0.2	0.2	0.3	25	25	33
WS	1,336	1,226	1,293	-	-	-	-	-	-
Total	730,326	733,301	745,246	-	-	2.3	-	-	-

\*To help understand the changes in representation of minorities and women in Federal employment, OPM developed a single numerical index which shows the relationship ratio between the percentage of a minority/sex group's representation in an employment category (occupation group and grade) with that same group's annual average representation in the civilian labor force. An index of 100 is used where 100 indicates full representation and anything less constitutes underrepresentation as defined in the Civil Service Reform Act, and anything over 100 means greater representation than in the civilian labor force.

Note: All percentages and indices are based on Government-wide totals (men and women combined).

Source: OPM's Central Personnel Data File. Executive Branch agencies covered under FEORP.

APPENDIX B

- . B. List of Agencies Not Submitting Annual FEORP Reports
  1. Farm Credit Administration
  2. Occupational Safety and Health Review Commission

FACT SHEET

AEAGA-CRC

SUBJECT: Increased Recruitment Efforts for Females, Minorities and Handicapped

1. PURPOSE: To provide information on CRC efforts to increase the representation of females, minorities and handicapped in the USAREUR civilian workforce.

2. FACTS: a. Past recruitment efforts have primarily focused on current Federal employees. While these efforts have attracted well qualified applicants, they have not attracted the desired number of minority and female applicants in certain occupational series.

b. CRC is implementing targeted external recruitment efforts to increase the number of females, minorities and handicapped applicants available for employment in USAREUR.

c. During CONUS recruitment trips, the recruitment team will include a representative from the USAREUR EEO Office. This will help to to establish contacts with minority group organizations/educational institutions in an effort to increase their awareness of employment opportunities in USAREUR. These efforts will be primarily targeted to areas where direct-hire authority, e.g., engineers, and special appointing authorities, e.g., handicapped, VRA, Schedule B (Intern), can be used. In addition, when possible, a minority group member will be included on the team to focus on recruitment of current Federal minority group employees.

PREPARED BY: James D. Forinash, HDG Mil (2121-)8657

*JDF* AUTHENTICATION: *William D. St. John*, Chief, CRC

DATE: 1 Oct 85



CPD Letter 950-85-01



REPLY TO  
ATTENTION OF:

**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY, EUROPE  
CIVILIAN RECRUITMENT CENTER  
APO NEW YORK 09403

AEAGA-CRC

22 February 1985

**USAREUR CIVILIAN PERSONNEL CAREER MANAGEMENT**

1. **PURPOSE.** This letter provides procedural guidance on US citizen career program management in USAREUR pending implementation of the USAREUR Civilian Recruitment Center (CRC) Merit Placement and External Recruitment Plan. It also is to assure coverage of nonstatus employees and applicants in US Army, Europe, who are ineligible for coverage under AR 690-950-1.
2. **REFERENCE.** AR 690-950-1, Civilian Personnel Career Management, 1 September 1984.
3. **RESCINDMENT.** This letter rescinds USAREUR Letter, AEAGA-CRC, 10 Oct 84, subject: Procedural Guidance-USAREUR Civilian Personnel Career Management.
4. **FILING INSTRUCTIONS.** File with reference above.
5. **GUIDANCE.** The procedural guidance contained in this letter is applicable to the following:
  - a. Department of Army (DA) competitive service employees currently in a DA civilian career program and other DA competitive service employees applying for career program positions at grade levels listed at Inclosure 3.
  - b. Persons with reinstatement eligibility, OPM certificate eligibles, and competitive service employees of other Federal agencies applying for career program positions at grade levels listed at Inclosure 3.
  - c. Oversea Federal employees currently employed under other authorized appointing authorities (i.e., Oversea Limited, Excepted Appointments), and oversea applicants eligible for such appointments who are interested in, qualified for, and eligible for referral for career program positions at the grade levels listed at Inclosure 3.
6. **RESPONSIBILITIES.** USAREUR CRC will:
  - a. Exercise for the Assistant Deputy Chief of Staff for Personnel (Civilian Personnel) those responsibilities pertaining to overall MACOM-wide monitorship of career program administration, primarily involving functions of recruitment, placement, and career referrals.

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**8. APPLICATION PROCEDURES:**

a. Applications will be accepted from categories of applicants listed in paragraph 5 for positions and grades listed in the current CRC Acceptance List or in an open CRC vacancy announcement.

b. In order to receive referral consideration for employment in USAREUR, applicants must provide the following documents, and any other supplemental forms specified in the CRC acceptance list or vacancy announcement:

(1) DA competitive service employees currently in a DA civilian career program must submit DA Form 2302, Civilian Qualification Record, a copy of a SF-50 showing their competitive status, a copy of their most recent Performance Appraisal, and DA Form 4338-R, Civilian Career Program Availability Statement. For referral consideration at the MACOM referral level as indicated in Inclosure 3, a copy of the career appraisal panel results for the grade level and positions for which application is submitted is also required.

(2) Other DA competitive service employees and competitive service employees of other Federal agencies must submit SF 171, Personal Qualifications Statement, a copy of a SF-50 showing their competitive status, a copy of their most recent Performance Appraisal, and DA Form 4338-R, Civilian Career Program Availability Statement. A separate SF-171 must be submitted for each position for which consideration is desired.

(3) Non-status employees eligible for consideration (on Overseas Limited or Excepted Appointment) must submit SF 171, Personal Qualifications Statement, a copy of a SF-50 showing their status, a copy of their most recent Performance Appraisal, and AE Form 1441-R, Availability Questionnaire USAREUR. A separate SF-171 must be submitted for each position for which consideration is desired.

(4) All other eligible overseas applicants must submit SF 171, personal Qualifications Statement and AE Form 1441-R, Availability Questionnaire USAREUR. Military personnel eligible for employment consideration should also provide a copy of DD Form 214 (copy 4 of the 1979 version) and most recent OER/EER, officer/enlisted evaluation report. If education is to be substituted for experience, a copy of transcripts or course listings on OPM Form 1170/1171 must be submitted. A separate SF-171 must be submitted for each position for which consideration is desired.

b. The USAREUR CRC inventory will be composed of competitive and excepted service employees from all Federal agencies eligible for appointment, transfer, or reinstatement in USAREUR; overseas Federal employees currently employed under authorized appointing authorities in USAREUR (e.g., Overseas Limited, excepted appointments); and persons not currently employed but who are eligible for overseas appointment as indicated in paragraph 5.

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- (1) For the CONUS processing station:
  - (a) SF 52, Notification of Personnel Action.
  - (b) Position description.
  - (c) Request for SF 75 information.
  - (d) Copy of selection letter.
  - (e) Emergency Essential position information and agreement form, if appropriate.
  - (f) Security investigation and clearance requirements, including whether the selectee can EOD prior to the investigation being completed and clearance granted
  - (g) SF-78, with pertinent sections completed.
  - (h) Fund cites for travel, transportation and advance pay.
  - (i) Office and address where official records (OPF, career and leave records) are to be forwarded.
  - (j) CPO point of contact: Name, Autovon telephone number and message address.
- (2) For the CONUS selectee:
  - (a) Original selection letter.
  - (b) Position description.
  - (c) Information on the area, community, climate, housing, schools, services and facilities, etc.
  - (d) Sponsor's name, mailing and message addresses, home and office telephone numbers.
  - (e) Information on advance pay.
  - (f) Information on travel from Rhein Main (or other port of entry) to duty location.

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- e. CPO's will indicate the recruitment desires of the selecting official upon submission of the request for recruitment. A competitive referral list of promotables only will be provided if recruitment desires are not indicated.
- f. Competitive procedures through CRC will be required to consider family members who occupy LN positions on excepted appointments for US Direct-Hire career program positions.
- g. Within USAREUR, positions will be recruited and filled at the full performance level of the position, unless the position is designated as a developmental position, local intern or functional trainee. In such cases, recruitment will be at the entry level specified.
- h. Since stated availability is interpreted literally, CRC will refer candidates based on the geographic preferences reflected on their DA Form 4338-R, Career Program Availability Statement, or AE Form 1441-R, Availability Questionnaire USAREUR.
- i. Non career program applicants who decline a definite offer of a position will not receive any further employment consideration for USAREUR until they submit a complete new application. DA Career program employees will be removed from consideration until they submit a new availability statement in accordance with AR 690-950-1.
- j. Since CRC accepts applications under a open continuous system, applicants will not be eligible for referral until their application has been evaluated and they are determined qualified.
- k. Employees who have less than one year remaining on their extended over-sea tour and are selected from a CRC, DA, or other appropriate DOD referral list, or are approved for non-competitive reassignment or change-to-lower grade by the applicable USAREUR or Activity Career Program Manager may be automatically extended for up to an additional tour commencing with the effective date of the personnel action. This decision will be made by management and communicated to the selectee by the servicing CPO.
- l. If less than three promotable candidates who meet job-related criteria are available, a supplemental referral list may be requested.
13. DETAILS AND TEMPORARY PROMOTIONS. CRC will be responsible for application of competitive procedures when a temporary promotion or detail will exceed 120 days. Request for recruitment will be initiated by the CCPO to CRC. The position is to be announced locally prior to submission of the request for recruitment to assure inclusion of all locally available candidates.

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referrals; except as indicated in paragraph 10, or for new referrals for a position for which a previously issued referral was cancelled or allowed to expire will not be accepted unless adequately justified on merit reasons.

18. NOTIFYING THE SELECTEE. The gaining USAREUR CCPO will notify selected candidates within Europe; CRC will notify selected candidates outside of Europe, i.e., CONUS and other oversea activities (CCPO may request exceptions). Initial notification will be telephonic with immediate follow-up in writing.

19. NOTIFYING NON-SELECTED CANDIDATES. Candidates who reply affirmatively to specific inquiries of their interest and availability for a position will be notified by the local CCPO or selecting supervisor of their non-selection. The name of the individual selected, or other action taken on the position, will also be provided.

20. RETURN OF REFERRAL LISTS. Referral lists will be completed with appropriate reasons for selection and signed by the selecting official, reviewed for appropriateness of selection and authenticated by the CCPO prior to return to CRC. Referrals will normally be returned to CRC within five (5) days following commitment and acceptance.

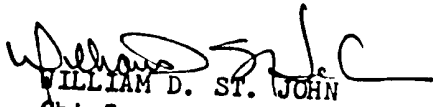
21. INCLOSURES.

a. Inclosure 1 is a sample message format that is to be used in the electronic message request for career referral list.

b. Inclosure 2 reflects USAREUR MACOM Career Program Managers (CPM).

c. Inclosure 3 reflects the current minimum area of consideration for USAREUR career program positions.

3 Incls  
as

  
WILLIAM D. ST. JOHN  
Chief  
Civilian Recruitment Center

DISTRIBUTION:  
Cdr, V Corps, ATTN: AETVC, APO 09079  
Cdr, VII Corps, ATTN: AETS CP, APO 09107

\*USAREUR Reg 690-33

**HEADQUARTERS  
UNITED STATES ARMY, EUROPE, and SEVENTH ARMY  
APO NEW YORK 09403**

**REGULATION)**  
**No. 690-33)**

13 March 1980

**Civilian Personnel**

**EQUAL EMPLOYMENT OPPORTUNITY**

Only commanders of USAREUR major commands and assigned units (USAREUR Reg 10-5) may supplement this regulation unless the Commander in Chief, USAREUR (Attn: AEACC-EEO), specifically grants approval to other commanders. Authorized commanders will furnish the Commander in Chief, USAREUR, 3 copies of any supplements they publish (2 - Attn: AEACC-EEO; 1 - Attn: AEUPE-AMD-AC).

The only interim changes to this publication that will be implemented are those having a change number, an expiration date, and an Adjutant General, USAREUR, authentication.

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\*This regulation supersedes USAREUR Regulation 690-33, 1 September 1975.

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## SECTION I—GENERAL

1. **Basic References.**
  - a. Executive Order (EO) 11246 as amended by EO 11375 and EO 11478.
  - b. Equal Employment Act of 1972 (PL 92-261).
  - c. Age Discrimination in Employment Act of 1967, as amended (PL 93-269).
  - d. Rehabilitation Act of 1973.
  - e. Federal Personnel Manual, Chapter 713.
  - f. DOD Directive 1100.15.
  - g. DA Civilian Personnel Regulation 700, Chapter 713.
  - h. DA Civilian Personnel Regulation 950-1.
  - i. AR 230-2.
  - j. EEO Management Directive 501.
  - k. EEO Management Directive 701.

2. **Purpose.** This regulation establishes policy and program requirements for the administration of the USAREUR Equal Employment Opportunity (EEO) Program. This program includes the USAREUR Federal Women's Program (FWP) and the USAREUR Hispanic Employment Program (HEP).

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part-time EEO Program personnel. Part-time EEO counselor assignments will be rotated periodically among personnel in servicing and serviced activities.

**SECTION II—RESPONSIBILITIES**

**5. General Responsibilities.** a. The Commander in Chief, USAREUR, is responsible for the development, implementation, maintenance, and success of the USAREUR EEO Program. The USAREUR EEO Officer assists the Commander in Chief, USAREUR, in exercising this responsibility. The FWP Manager and the HEP Manager also assist in fulfilling this responsibility. These program managers serve as the principal adviser and staff officer for their program areas.

b. Commanders and chiefs of USAREUR major commands and assigned units (USAREUR Reg 10-5) are responsible for the development, implementation, maintenance, and success of command EEO programs that are responsive to local and higher headquarters requirements.

c. Heads of staff offices, HQ USAREUR/7A, and managers and supervisors at all levels are responsible for providing aggressive support to the EEO Program and are accountable for its success.

d. Heads of staff offices, HQ USAREUR/7A, and commanders of serviced activities and subcommunities will, on request of the commander providing EEO services, appoint EEO representatives to provide points of contact for EEO officials.

**6. Specific Responsibilities.** a. **USAREUR Commanders.**

(1) Commanders with base support missions reporting directly to HQ USAREUR/7A (e.g., V Corps; VII Corps; 21st Support Command (21st SUPCOM); Seventh Army Training Command (7ATC); United States Army, Berlin (USAB); United States Army Southern European Task Force (USASETAF)), and their subordinate commanders with base support missions (e.g., military communities, Burtonwood Army Depot, NATO/SHAPE Support Group (US), and 8th Support Group) will appoint an EEO officer, an FWP manager, and a HEP manager to assist in carrying out their EEO responsibilities. EEO officials will be appointed as follows:

(a) EEO officer positions will be on a full-time basis at HQ V Corps, HQ VII Corps, and HQ 21st SUPCOM and in Heidelberg, Frankfurt, and Stuttgart military communities. In other communities with an EEO serviced population of approximately 1,000 employees, employment of a full-time EEO officer should be considered.

(b) When a full-time EEO officer position is not established, commanders must either appoint a current employee on collateral or noncollateral duty (i.e., part-time) basis or recruit an employee on a part-time basis from within existing personnel and fiscal resources.

(c) FWP managers will be appointed in each command or activity having an EEO officer. At HQ V Corps, HQ VII Corps, and HQ 21st SUPCOM, the FWP manager will be a full-time EEO professional employee. All other commands will appoint a part-time FWP manager who may be a current employee appointed on a collateral or noncollateral duty basis or an individual recruited on a part-time basis from within existing personnel and fiscal resources. The position, whether full-time or part-time, will be an integral part of the EEO office.

(d) HEP managers will be appointed in each command or activity having an EEO officer. Commanders may assign this duty to the EEO officer, appoint a current



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inspector general, civilian personnel, and equal opportunity offices will not be appointed.

2. Appointments issued by the commander must specify that each named employee, except personnel appointed as EEO counselors, is authorized to spend at least 20 percent of regular duty time on EEO responsibilities. Although EEO counselors may or may not spend 20 percent of official duty time on counseling, EEO officers and EEO counselors should coordinate to ensure that a counselor is not overburdened by an unreasonable number of complaints.

3. Appointments must include a statement of concurrence by the principal supervisor.

4. Temporary replacements for EEO officers absent for extended periods must be designated and announced to the work force as soon as practical, preferably before the departure of the EEO officer. The EEO officer at the next higher level will be advised of scheduled absences and of the identity and location of the temporary replacement.

5. EEO officers will be placed on the personal staff of the commander or his or her equivalent, reporting to no lower than the deputy commander.

(6) Commanders at all levels must remain sensitive to perceived or actual feelings of discrimination by employees. Their responses should be timely with emphasis on inhouse resolution.

(7) Each commander will announce his or her personal commitment to the EEO Program. The manner of dissemination of EEO policy will be at the discretion of the commander. The policy will be announced and restated regularly to ensure that no employee has reason to infer that the program has less than the full and personal commitment of the commander.

(8) Commanders of organizations in which a class complaint arises will, on request of the servicing EEO officer, appoint a DA representative. If this representative is an attorney, the commander will ensure this individual is not the same person who advised the EEO counselor. If an attorney is not available to assume this role, authority for approval of the appointment of other personnel must be requested from the Commander in Chief, USAREUR (Attn: AEACC-EEO).

(9) Commanders will ensure EEO officials have direct access to them and to subordinate commanders and staff personnel. Commanders and responsible staff agencies will comply promptly with requests from EEO officers for fund citations, facilities and support for hearings, including providing verbatim reporters, and other logistic support. Fund citations will be furnished within 3 workdays of the EEO officer's request. Verbatim reporter services will be procured by contract. The agency obligated to bear the costs under paragraph 9e will pay the costs.

**b. EEO Officers.** The EEO officer is the principal EEO adviser to the commander or agency head and management officials. The EEO officer will provide program leadership in all phases of development and operation of the EEO Program. EEO officer responsibilities (ref 1b) include program evaluation, advice and assistance, trend analysis, training, and complaint processing, unless prohibited by this regulation. EEO officers will:

(1) Ensure separate organizational plans of action are developed when the particular problems, circumstances, needs, and condition of a large organizational

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persons of Spanish origin or Hispanic cultural heritage. The HEP manager also will assist in integrating HEP into the EEO Program. The HEP manager, in fulfilling duties required in reference lg, will:

(1) Maintain awareness of the overall EEO Program and work closely with program officials to facilitate program integration.

(2) Maintain liaison with EEO counselors to ensure counselors are aware of problems that affect Hispanics in employment.

(3) Serve as a point of contact between employees and management on issues of interest to Hispanics. The HEP manager will participate in EEO seminars; supervisory, managerial, and other employee development courses; conferences; and other events to present HEP objectives.

(4) Participate in developing and evaluating the command's EEO action plan.

**e. EEO Counselor.** The EEO counselor serves as a bridge between a complainant and management when attempting to resolve informally a discrimination complaint. The EEO counselor, in compliance with the provisions of reference lg, will:

(1) Keep the EEO officer advised of precomplaint counseling and seek assistance from the EEO officer when resolution is delayed because of unresponsiveness, insensitivity, or failure to take appropriate action.

(2) Meet the time frame in reference lg for precomplaint counseling actions and keep the EEO officer advised of related progress. The EEO counselor will notify the community EEO officer in writing within 3 days following initial contact by a potential complainant. Not later than 21 days after initial contact, the EEO counselor will inform the servicing EEO officer by telephone of the status of precomplaint counseling. If counseling is not completed within 21 days, the EEO counselor will inform the EEO officer of the reasons for noncompletion and the anticipated date of completion. When the complainant is a Department of Defense Dependent Schools (DODDS) employee, a copy of the notices to the community EEO officer will be provided to the appropriate DODDS regional EEO officer. This procedure applies regardless of the primary duty organizational assignment of the EEO counselor.

(3) Remain fair and impartial during precomplaint counseling and avoid assuming an advocacy role.

(4) Preserve anonymity of the complainant, if requested.

(5) Provide information to EEO officials on program related matters and potential problem areas that may affect groups covered by a special emphasis program.

(6) Ensure time spent on precomplaint counseling is recorded properly for reporting purposes.

(7) Solicit the views of individuals against whom accusations of discrimination have been made, unless information that exonerates the official to the satisfaction of the aggrieved person is obtained. The "alleged discriminating official" will be advised that he or she has been named or identified by a potential complainant, informed of the nature of accusations, and advised of the right to have a representative present during discussions.

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employees. A mentor's support for these employees increases their visibility to all levels of management, and ensures appropriate recognition of their contributions to mission accomplishment.

(7) Ensure oral and written communications and directives do not use language that may be perceived as stereotyped or discriminatory toward minority group members, women, or handicapped employees.

(8) Ensure the contributions and achievements of minority group members, women, and handicapped employees are equitably considered for incentive awards and other forms of recognition and training.

(9) Take action, when appropriate, to include women on all local boards and committees for which the supervisor's organization is the proponent. If women do not fully meet the prerequisites for specific boards and committees, women should be considered for a developmental assignment to the board or committee. The proponent will ensure appropriate minority and female representation on boards and committees convened to develop referrals, make selections, or recommend or approve recognition for incentive awards or training. When grade level is a prerequisite and available minority and female employees do not qualify, members of the EEO staff will be included as committee members.

**j. Career Program Managers.** Career program managers will provide staff leadership in the EEO aspects of career management in their career programs. In fulfilling the responsibilities prescribed in reference 1h, career program managers and their representatives will:

(1) Participate in developing the USAREUR EEO Action Plan and evaluating it, including progress toward attainment of local and higher headquarters goals and objectives.

(2) Seek minority and female representation on permanent and ad hoc boards, panels, and committees concerned with career program administration.

(3) Work with the USAREUR Civilian Recruitment Center (CRC) to ensure qualified minority group members and women are referred for positions at the pipeline grade levels (i.e., GS-7 thru 10).

(4) Monitor the referral process to ensure referral agencies (e.g., USA Personnel Center and USAREUR CRC) are referring qualified minority group members and women for USAREUR positions at all grade levels in their career programs.

**k. Chief, USAREUR Civilian Recruitment Center.** The Chief, USAREUR CRC, is responsible for ensuring recruitment policies and practices are consistent with and supportive of DA and USAREUR EEO programs. In fulfilling this responsibility and in meeting requirements of reference 1g, the Chief, USAREUR CRC, will:

(1) Extend referral search over wide enough areas to ensure referral of qualified minority group members and women for USAREUR positions.

(2) Participate in developing the USAREUR EEO Action Plan and evaluating accomplishment of its objectives.

(3) Provide information to assist in auditing DA and local referral activities and selection rates of minority group members and women for USAREUR positions.

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- a. Ensure the complaint alleges discrimination based on race, color, religion, sex, national origin, age, and/or physical or mental handicap. (NOTE: Complaints alleging age discrimination may be raised only by employees and applicants who are at least 40 years old. A handicapped person is defined as one who has a physical or mental impairment that substantially limits one or more of that person's major life activities, has a record of such an impairment, or is regarded as having an impairment. This definition includes alcohol and drug abusers.)
- b. Ensure that both sides of DA Form 2590-R (Formal Complaint of Discrimination Because of Race, Color, Religion, Sex, or National Origin) are used and that the title on the form is amended to add "age and/or physical or mental handicap," when appropriate. The EEO officer also will ensure the Privacy Act statement required by reference 1g accompanies each complaint form.
- c. Forward complaints and all related correspondence to the Commander in Chief, USAREUR (Attn: AEACC-EEO), when a USAREUR employee files an EEO complaint against members of the Army staff or Army commands that are not located in the United States European Command. HQ USAREUR/7A will forward these complaints to the appropriate DA office.
- d. Ensure the activity commander is informed of the complaint and is convinced that further resolution efforts are not feasible or advisable before requesting a United States Army Civilian Appellate Review Office (USACARO) investigator. Documentation of this decision is required as prescribed in e below and paragraph 10f(4)(d).
- e. Ensure transmittal letters requesting the assignment of a USACARO investigator (ref 1g) contain a fund cite for travel and per diem without restriction on the amount of expenditure. Funds must be cited without regard to the status of action to resolve complaints. Costs to be borne by the agency may, depending on the extent of adjudication, include payments for the use of an Equal Employment Opportunity Commission complaints examiner and travel and per diem of witnesses and/or representatives.
  - (1) The local activity or command against which the complaint is made will bear all applicable costs. If payment is not possible, the next higher echelon will be advised of the lack of funds and requested to furnish a fund citation.
  - (2) For complaints lodged against a DA- or USAREUR-wide system or procedure, the activity or command to which the complainant is assigned will bear the costs except as provided in (1) above.
  - (3) Appropriated funds will be used to bear costs of processing complaints against nonappropriated fund instrumentalities (NAFI). The NAFI will bear the costs required for corrective action pursuant to a finding of discrimination.
- f. Ensure complainants are not given the impression that they are required to identify alleged discriminating officials but rather an activity, command, or department.
- g. Ensure the rights of individuals against whom accusations of discrimination have been made are protected and due process is accorded to complainants.
- h. Ensure notices to complainants include specific advice on the right of the individual to pursue the complaint, including a class action complaint, pursuant to provisions of governing regulations. The different time frames specified for seeking

**USAREUR Reg 690-33**

m. Ensure the complaint file contains an explanation and justification signed by the EEO officer when any of the following delays or events occur:

- (1) Counseling exceeds 21 calendar days.
- (2) Acceptance or rejection of a formal complaint is accomplished more than 10 workdays after receipt.
- (3) Request for a USACARO investigator is made more than 3 workdays after acceptance of complaint.
- (4) Attempted resolution in a face-to-face meeting of complainant and management has failed.
- (5) Issuance of a notice of proposed disposition is delayed over 20 days after the activity's receipt of the investigative report.
- (6) Request for a decision by the Director of Equal Employment Opportunity based on the record and/or hearing by a complaints examiner extends 5 workdays beyond receipt of the complainant's request for such action.
- (7) A formal complaint is filed and accepted beyond the time limits specified in reference lg.

n. Remove him or herself from administrative processing of complaints in which he, she, or the commander is identified as an alleged discriminatory official. When the commander is identified as the alleged discriminating official, the EEO officer of the next higher level of command will process the complaint. When the EEO officer is identified as an alleged discriminating official, the appropriate commander may appoint an acting EEO officer solely for the processing of the complaint or refer it to the next higher echelon EEO officer with complaint processing responsibility. These actions must be coordinated with the next higher headquarters.

o. Ensure 1 copy of each complaint-related letter or message addressed to a non-USAREUR activity (e.g., USACARO, HQDA, Equal Employment Opportunity Commission), is forwarded to the Commander in Chief, USAREUR (Attn: AEACC-EEO). One copy also will be forwarded to the appropriate USAREUR major command or assigned unit EEO office, when the complaint is being processed below USAREUR major command and assigned unit level.

**SECTION V--REPORTS**

10. **Reporting Requirements.** In USAREUR, the requirements in reference lg, the DA EEO Affirmative Action Plan, and a through i below apply.

a. **AE Form 3656-R (Record of Time Spent on Equal Employment Opportunity).** AE Form 3656-R (app D) will be used to monitor hours expended by part-time EEO officials and other personnel whose efforts directly support EEO Program administration. The report also provides data for the Equal Employment Opportunity Commission Report, EEOC Special Analysis of Federal Service Equal Employment Opportunities (sic). AE Form 3656-R will be reproduced locally on 8- by 13-inch paper.

(1) Personnel serving as part-time EEO officials (i.e., EEO officers, FWP managers, and HEP managers), EEO counselors, EEOAO, and coordinators or action

**USAREUR Reg 690-33**

making inquiries; reviewing records; attempting informal resolutions; writing reports on counseling; and training.

**2. Complaint Investigation (Processing Formal Complaints of Discrimination).** All hours expended on processing discrimination complaints, except hours of USACARO investigators, Equal Employment Opportunity Commission complaints examiners, and non-Government personnel serving as the complainant's representatives. The reported time will include the time spent by personnel providing clerical support and verbatim transcripts and by personnel serving as management and employee representatives, even when the representative is an employee of another agency. It also includes time used to present the complaint and time spent writing reports, reviewing investigative files and hearing transcripts, preparing and issuing proposed dispositions and DA decisions, and preparing complaints related correspondence and reports.

**3. Upward Mobility Program.** All hours expended on administering programs specifically designed to provide maximum career opportunity for lower-level employees (generally, below GS-9 or equivalent) who are in positions or occupational series in which they are unable, without assistance, to realize their full work potential. Time reported will include all hours of formal classroom training for inhouse instructors and trainees; on-the-job-training hours for trainers and trainees, less time in which the trainees are producing services and goods; hours expended in counseling, manpower planning, conducting skills surveys and analyses, selecting trainees, and developing training plans; and hours expended on restructuring jobs and coordinating, monitoring, and evaluating programs.

**4. Affirmative Action.** All hours expended in developing and implementing affirmative action plans (e.g., EEO Affirmative Action Plan, Handicapped Individuals and Disabled Veterans Affirmative Action Program Plan, Federal Equal Opportunity Recruitment Program Plan). Time spent preparing, reproducing, and printing written documents will be included. Time to be reported also includes monitoring and evaluating programs, training (i.e., both inhouse trainers and trainees), and planning and participating in conferences specifically related to affirmative action plans.

**5. Federal Women's Program.** All hours expended in the administration of FWP, including training.

**6. Hispanic Employment Program.** All hours expended in the administration of HEP, including training.

**7. Other EEO Activities.** All hours expended in general program activities not accounted for in 1 through 6 above (e.g., EEO officer training, civilian personnel input of minority group data into automated civilian personnel systems (e.g., CIVPERSINS, SCIPMIS), validation of minority group data in automated systems, automatic data processing (ADP) production of recurring EEO reports, overall office management and administration).

(3) Military communities and subordinate elements of USAREUR major commands and assigned units will consolidate the reports for their commands and prepare the following:

(a) Summary of Hours/Cost by Activity, part II, AE Form 3656-R, as prescribed on the form.

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precomplaint counseling for each command serviced whose policies and or practices are alleged to have been discriminatory (e.g., USAREUR; United States Army Troop Support Agency; United States Army Engineer Division, Europe; DODDS). These reports will be forwarded to the following addressees by the last calendar day of each month.

(a) Original to the Commander in Chief, USAREUR (Attn: AEACC-EEO).

(b) One copy to the EEO officer of the appropriate regional command of the servicing activity.

(c) One copy to the appropriate DODDS regional EEO officer when allegations of discrimination in precomplaints processed by USAREUR appointed counselors involve policy and practices that fall within the purview of DODDS. (NOTE: Complaints by DODDS personnel that involve matters under the jurisdiction of the Army will be processed and reported through Army channels.)

(2) DA Form 3515-1R will be completed as follows:

(a) The reporting period begins on the 26th of the previous month and ends on the 25th of the current month.

(b) Only contacts with counselors involving the perceived issues of discrimination on the grounds of race, color, religion, sex, age, national origin, and/or physical or mental handicap will be reported.

(c) Requests for counseling reported as "other" will be annotated to identify the nature of the matter involved.

(d) Total number of persons counseled during the month will be individuals for whom precomplaint counseling was initiated during the month. (NOTE: This report is not cumulative, and contacts and counseling are reported only once.)

**d. Monthly Report on Discrimination Complaint Processing, RCS USCSC-1077.** Commanders of USAREUR military communities and other USAREUR units assigned formal complaint processing responsibility will submit a monthly report on formal complaint processing, as follows:

(1) DA Form 3515-R will be prepared for specified categories of complaints in sufficient copies to provide for a record copy and submission of 1 copy each to the Commander in Chief, USAREUR (Attn: AEACC-EEO), the commander of the appropriate regional command, and the commander of the parent activity to which the complainant is assigned. Reports will be dispatched to arrive by the last day of each month. Categories for which separate reports will be prepared are:

(a) Race, color, religion, sex, or national origin.

(b) Age.

(c) Physical or mental handicap.

(2) If any title in (a) above is combined with either (b) or (c) in a complaint, separate reports are required. The complaint, however, will be tabulated as one complaint on one report form. Reference to this tabulation will be annotated on other forms.

**USAREUR Reg 690-33**

- (a) Date closed \_\_\_\_\_
- (b) Sex of complainant \_\_\_\_\_
- (c) Days in process \_\_\_\_\_
- (d) Identify if basis of complaint:
  - 1. Race/color \_\_\_\_\_
  - 2. Religion \_\_\_\_\_
  - 3. National origin \_\_\_\_\_
  - 4. Sex \_\_\_\_\_
  - 5. Age \_\_\_\_\_
  - 6. Physical/mental handicap \_\_\_\_\_

**g. Expenditure Log, FY \_\_\_\_\_.** Commanders of USAREUR major commands and assigned units and their subordinate elements with EEO Program and special program responsibilities will maintain an informal blotter record to show obligations and expenditures for EEO and special programs in a(1) above during the fiscal year. AE Form 3657-R (Expenditure Log, Excluding Inhouse Labor) (app F) is designed for recording data during the fiscal year that will be needed for the annual Federal Equal Employment Opportunity Resource Report, EEOC Form 353-A. AE Form 3657-R will be reproduced locally on 8- by 13-inch format. Guidelines for completing the form are as follows:

(1) The column headed "TDY Per Diem" is for all locally funded travel and per diem, unless related to complaints investigations by USACARO and hearings by Equal Employment Opportunity Commission complaints examiners.

(2) The column headed "Complaints Investigation" should include all costs chargeable to the activity by USACARO.

(3) The column headed "Complaints Hearing" should include all costs chargeable to the activity by the Equal Employment Opportunity Commission. Other costs incurred by the command (e.g., contracted verbatim reporters) that are used solely for complaints hearings also should be reported.

(4) The column headed "Back Pay Corrective Action" should be used to record individual corrective actions involving back pay in the settlement of a discrimination complaint.

(5) The column headed "Contracts" applies to goods and or services procured on a contract basis unless related to providing verbatim transcripts.

(6) The column headed "Supplies and Equipment" includes operating supplies and equipment, reference materials, office furniture/furnishings, and similar materials.

(7) The "Remarks" column should be used to provide specific data not appropriate for "general information" (e.g., Jane Doe, FWP, 19 Oct, under general information with amounts for travel and per diem should be further clarified under remarks to indicate the purpose and number of days involved).



USAREUR Reg 690-33

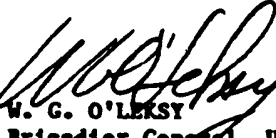
**SECTION VII—EEO STRUCTURE**

12. **Organizational Structure.** Appendix G is an outline of the USAREUR professional EEO staffing structure, including optional assignments.  
(AEACC-EEO, HDG M11 (2121-)7030)

**FOR THE COMMANDER IN CHIEF:**

**OFFICIAL:**

**ROBERT HALDANE**  
Major General, GS  
Chief of Staff

  
W. G. O'LEARY  
Brigadier General, USA  
Adjutant General

**DISTRIBUTION:** To be distributed in accordance with AE Form 12 requirements,  
Civilian Personnel--B, plus  
150 - SCS, USAREUR (AEACC-EEO)  
2 - DCSRM, USAREUR (AEAGF-X)

USAREUR Reg 690-33

APP A (cont)

**SECTION II--SUPPLEMENTAL INSTRUCTIONS**

**a. Special Emphasis Program Managers (Federal Women's Program Manager and Hispanic Employment Program Manager).**

(1) The stated purpose of the appointment will be consistent with the requirements of chapter 713, DA CPR 700, and this regulation. Sample appropriate statements are as follows:

(a) **Federal Women's Program Manager (FWPM).** To serve as principal adviser to the commander and equal employment opportunity (EEO) officer on matters affecting the employment of women. To identify problems and develop methods for overcoming barriers to equality of opportunity for women in employment. To participate in the development of affirmative actions and to ensure employees, managers, and supervisors are fully informed concerning the Federal Women's Program and its importance.

(b) **Hispanic Employment Program Manager (HEPM).** To serve as principal adviser to the commander and the equal employment opportunity (EEO) officer on matters affecting the employment of persons of Spanish origin or Hispanic cultural heritage. To identify problems and develop methods used for overcoming barriers to equality of opportunity for persons of Spanish origin and Hispanic cultural heritage in employment. To participate in the development of affirmative actions and to ensure employees, managers, and supervisors are fully informed concerning the Hispanic Employment Program and its importance.

(2) Special instructions will conform generally to the following example:

"The FWPM (or HEPM) will perform assigned duties as a principal member of the EEO staff. The FWPM (or HEPM) will work closely with the EEO officer, CPO, and other management officials in the pursuit of program objectives and in exercising the duties prescribed in governing regulations. The FWPM (or HEPM) is a member of the EEO staff but is authorized direct access to the commander on matters within the purview of the special emphasis program assignment. The FWPM (or HEPM) is authorized to receive formal complaints of discrimination and will take expeditious action to pass the complaint or complaints to the EEO officer for processing. The FWPM will be concerned for the problems of women as they relate to race, color, religion, national origin, age, or mental or physical handicap as well as women vis a vis male."

**b. Equal Employment Opportunity (EEO) Counselors.**

(1) Single or group appointment orders may be initiated at the option of the appointing authority.

(2) The stated purpose of the appointment will be as follows:

"To resolve in a timely and informal manner employment problems related to equal employment opportunity, at the lowest practicable organizational levels pursuant to the provisions of governing regulations. To assist the EEO officer and special emphasis program managers in identifying incipient problems affecting the work force so that timely management action can be taken."

(3) Special instructions for the appointment will be as follows:

## USAREUR Reg 690-33

**APPENDIX B—QUALIFICATION REQUIREMENTS AND APPOINTMENT DOCUMENTATION  
OF EQUAL EMPLOYMENT OPPORTUNITY PROGRAM PERSONNEL**

**SECTION I—QUALIFICATION REQUIREMENTS**

**1. Equal Employment Opportunity Officers (EEOO).** a. **Full Time or Part Time.** As prescribed in chapter 713.2-6D (2) and (4), DA CPR 700 (C13), and USCSC Handbook X-118 under "Equal Opportunity Specialist GS-160."

b. **Added Duty to Basic Assignment.** As prescribed in chapter 713.2-6D (2) and (4), DA CPR 700 (C13), and in USCSC Handbook X-118 under "Qualifications Guide--Collateral Assignments Involving Equal Employment Opportunity Duties." If the added duties constitute a noncollateral duty assignment, the requirements for full or part time apply (Federal Personnel Management (FPM) ltr 713-37, 20 May 77, subj: Documenting EEO Collateral Duties in Official Position Descriptions).

**2. Federal Women's Program Manager (FWPM).** a. **Full Time or Part Time.** As prescribed in chapter 713.E-2b, DA CPR 700 (C16), and USCSC Handbook X-118 under "Equal Opportunity Specialist GS-160."

b. **Added Duty to Basic Assignment.** As prescribed in chapter 713.E-2b, and USCSC Handbook X-118 under "Qualifications Guide--Collateral Assignments Involving Equal Employment Opportunity Duties." If the added duties constitute a noncollateral duty assignment, the requirements for full or part time apply (FPM ltr 713-37, 20 May 77, subj: Documenting EEO Collateral Duties in Official Position Descriptions).

**3. Hispanic Employment Program Manager (HEPM).** Added duty to basic assignment: as prescribed in chapter 713.W-3, DA CPR 700 (C26), and USCSC Handbook X-118 under "Qualifications Guide--Collateral Assignments Involving Equal Employment Opportunity Duties." If the added duties constitute a noncollateral duty assignment, the requirements for full or part time apply (FPM ltr 713-37, 20 May 77, subj: Documenting EEO Collateral Duties in Official Position Descriptions).

**4. Equal Employment Opportunity Counselor.** Added duty to basic assignment: as outlined in chapter 5, DA Civilian Personnel Pamphlet 74, EEO Counseling.

**SECTION II—REQUIRED APPOINTMENT DOCUMENTATION**

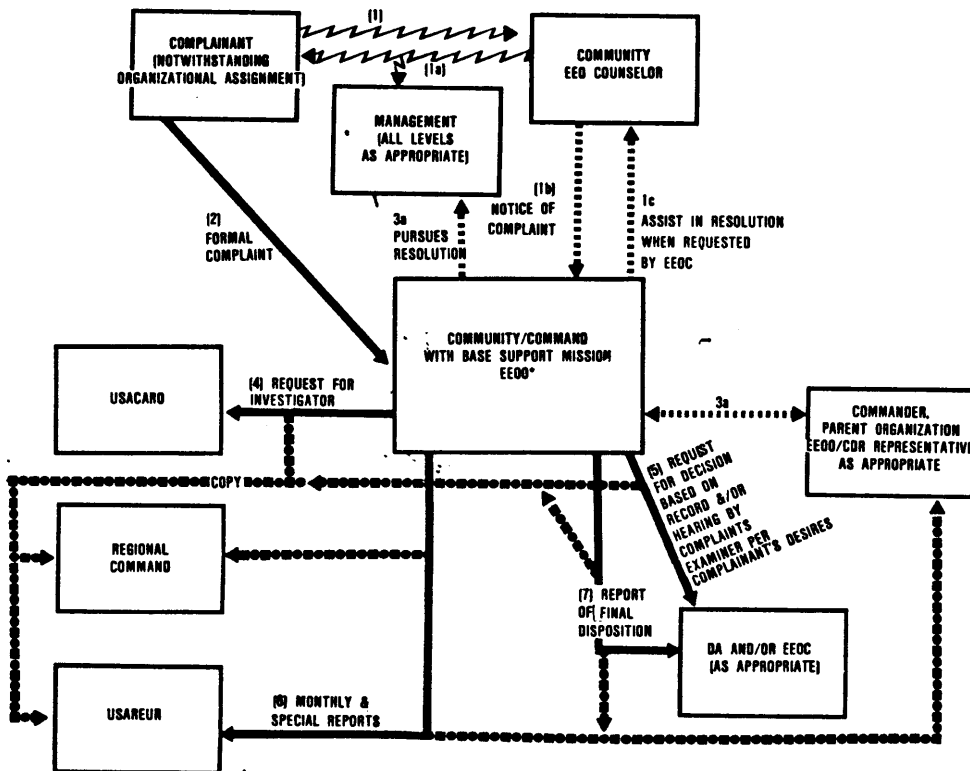
**5. EEOO.** At the time of each appointment, the provisions of paragraph 2-6d(5), reference 1g, will be followed. A copy of the notification to HQDA will be sent to the Commander in Chief, USAREUR (Attn: AEACC-EEO), and to intervening commands.

**6. FWPM.** Information similar to information required for submission on appointment of an EEO officer will be submitted when an FWPM is appointed. This information will be submitted to the Commander in Chief, USAREUR (Attn: AEACC-EEO), and to intervening commands.

**7. HEPM.** The same information and notification requirements for appointment of an FWPM will apply to appointment of an HEPM.

**8. EEO Counselor.** The same information and notification requirements for appointment of an FWPM will apply to appointment of an EEO counselor.

**9. Equal Employment Opportunity Action Officer (EEOAO).** Appointments must be a matter of record, but letter orders are not required. Notification to higher headquarters is not required.



\*THE EEOC WILL KEEP THE COMPLAINANT AND ALLEGED DISCRIMINATING OFFICIAL, WHEN IDENTIFIED, ADVISED OF STATUS OF PROCESSING COMPLAINT THROUGHOUT THE PROCEDURES.

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 APPENDIX C—ADMINISTRATIVE STRUCTURE FOR EQUAL EMPLOYMENT OPPORTUNITY COMPLAINTS PROCESSING UNDER THE COMMUNITY/BASE SUPPORT CONCEPT

PART II

**SUMMARY OF HOURS/COST BY ACTIVITY**

STAFF CATEGORY 1	TOTAL HOURS 2	EEO COUNSELING 3	COMPLAINT INVESTIGATION 4	UPWARD MOBILITY 5	AFFIRMATIVE ACTION 6	FWP 7	HEP 8	OTHER EEO ACTIVITIES 9
MANAGEMENT ADMINISTRATION (M/A)								
OTHER PROFESSIONAL (OP)								
CLERICAL (C)								
LEGAL (L)								
TOTAL HOURS								
COSTS								

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General: The Record of Time Spent on Equal Employment Opportunity is designed to facilitate recording of hours and costs of part-time program officials and or contributed/borrowed labor in direct support of EEO Activities on a monthly basis. A separate form will be maintained for each "Program Type"

1. Part I:
  - a. Name/Month: Enter name of person maintaining record and month.
  - b. Grade and Step: Enter incumbent's grade and step (e.g., GS-9/8) when record is maintained on an individual basis.
  - c. EEO Position/Program Type: (1) Identify EEO position held by individual maintaining record (e.g., EEO, FWP, HEP, EEOC, EEOAO, UMPC, Handicap Employment Program/FEORP Coord, etc.). Identify Program Type IAW listing/definitions in 10a(2)(b), basic regulation.
  - d. Parent Organization: Identify organization of assignment (e.g., USMCA Hanau, 4th Trans Bde, etc., for individual records only).
  - e. Year: Self-explanatory.
  - f. Name, grade, organization and category: Use this column to identify name, grade, organization of assignment and staff category code (i.e., "M/A" for Management Administration, "OP" for Other Professional, "C" for Clerical and "L" for Legal) when this record is used to record group data, including contributed/borrowed labor for a given program type, i.e., Jones, Mary, GS-4/2, Hanau Cmty C or Doe, Jane, E-5, 4th Trans C.
  - g. "R": Enter hours expended on EEO duties during regular duty time. Such hours, including travel time, will not be recorded in increments lower than one-half hour. "OT" hours expended on EEO duties will be recorded when worked on a paid and or compensatory time off basis only.
  - h. Total Hours: Enter the sum of regular and or overtime hours as appropriate for each individual entry, rounding to the nearest whole hour.
  - i. Cost: Multiply the number of hours for the month times the hourly rate for grade and step (Civ employees), add 9% and enter results. Overtime rates will be used only when hours shown involve paid overtime. The regular hourly salary rate will be used for compensatory time worked. To determine Hourly rates for military personnel, divide daily rates per appropriate grade contained in AR 37-108, Chp 17, "Composite Standard Rate for Costing Personnel Services" by eight. Hours expended by military personnel beyond the 8 hour day will not be costed.
  - j. Total: Sum all appropriate columns and add results.
2. Part II:
  - a. Summary of Hours/Cost by Activity: Sum individual total hours/costs entries by staff category codes, as appropriate, from Part I and enter data for each staff category in the activity column. (NOTE: For contributed/borrowed labor, the activity should be synonymous with that identified as program type in the heading of Part I. Program officials, e.g., FWP, HEP and Upward Mobility Program Managers/Coordinators, who spend time on activities not properly chargeable to their respective program activity, e.g., affirmative action should estimate the time and attendant costs chargeable to each. The sum of hours and costs should reconcile with the sum recorded on Part I.

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APP D (cont)

### EXPENDITURE LOG, EXCLUDING INHOUSE LABOR

FORMS CONTROL SYMBOL:

FY \_\_\_\_\_

(USAREUR R-4 690-33)

MONTH: \_\_\_\_\_

USAREUR Reg 690-33  
APPENDIX F-AE FORM 3657-R (EXPENDITURE LOG, EXCLUDING INHOUSE LABOR)

GENERAL INFORMATION		TDY/ FER DIEM		COMPLAINTS INVESTIGATION		COMPLAINTS HEARING		BACK PAY CORRECTIVE ACTION		CONTRACTS		SUPPLIES & EQUIPMENT		REMARKS
NAME/SUBJECT MATTER	DATE	OBLG	PAID	OBLG	PAID	OBLG	PAID	OBLG	PAID	OBLG	PAID	OBLG	PAID	

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APP G (cont)

1. Presently V Corps, VII Corps, and 21st Support Command (SUPCOM).
2. Commanders may assign this duty to the Equal Employment Opportunity (EEO) officer or EEO representative, appoint a current employee, or establish a part-time not to exceed \_\_\_\_\_ hours per week position. This decision is dependent on the commander's decision and the representation of Hispanics in the work force.
3. Heidelberg, Frankfurt, and Stuttgart military communities activities will have full-time EEO officer positions. Consideration should be given to establishing full-time EEO positions in other communities that service approximately 1,000 or more US citizen employees. When a full-time position is not established, a part-time EEO officer (i.e., added duty or not to exceed \_\_\_\_\_ hours per week) will be appointed.
4. Commanders may appoint a current employee or establish a part-time not to exceed \_\_\_\_\_ hours per week position.
5. Commanders may at their discretion appoint EEO officials to assist in meeting their EEO responsibilities, less complaint processing, pursuant to provisions of section II, paragraph 6a, basic regulation. As a minimum, EEO representatives will be appointed to serve as a point of contact within the organization for the commander and the EEO officials of the servicing activity.
6. Presently United States Army, Berlin (USAB), United States Army Southern European Task Force (USASETAF), and Seventh Army Training Command (7ATC).
7. Other commanders should consider a full-time EEO position when the population serviced is approximately 1,000 or more US citizen civilian employees. Provisions of note 4 apply to part-time appointments.
8. Except for 8th Support Group where part-time EEO officials will be appointed and complaint processing responsibility exercised, other commanders will decide whether to appoint part-time EEO officials or part-time EEO representatives. The size of the US civilian work force and the distance from the parent servicing organization must be considered in making this determination. Provision of note 4 applies to part-time appointments.
9. Commanders receiving EEO services as tenant activities will appoint EEO representatives, as appropriate, to assist in pursuit of program goals within their organization and serve as a central point of contact within their organization and for EEO officials of the servicing command and the parent organization. Provisions of note 4 apply.
10. Non-USAREUR organizations provided EEO services by USAREUR pursuant to existing personnel servicing agreements normally are required to designate a point of contact to facilitate complaint processing and pursue program objectives within the organization.
11. Appointment of EEO representatives at this level is dependent on the desires of the parent organization commander and/or needs of the servicing command.

AEAGA-CE(29 Jan 85) 1st Ind  
SUBJECT: Affirmative Action Programs

Mrs. Dopson/HDG Mil (2121-) 8781/8634

Headquarters, United States Army, Europe, and Seventh Army, Office of the  
Deputy Chief of Staff, Personnel APO 09403

18 FEB 1985

TO: SEE DISTRIBUTION

1. Basic letter forwards the Army's Affirmative Action Program Plan (AAP) for FY 85 and FY 84 Accomplishment Report, and Disabled Veteran Affirmative Action Plan (DVAAP) for FY 85 and FY 84 Accomplishment Report. This information is to be made available to managers and supervisors in the serviced workforce.

2. Addressees will note suspense dates for the DVAAP and AAP Accomplishment Reports. In order for this office to meet these dates, the DVAAP will be forwarded to reach this office no later than 18 October 85. The AAP is to be forwarded to reach this office no later than 25 October 85.

3. For your information, the FY 84 AAP was to be submitted to this office by 7 Nov 84 in order to prepare the MACOM report. Response to this suspense, and subsequent followup, indicates that emphasis has not been given to the preparation of this report at the local level. A consolidated UMC Report was received from VII Corps. Within V and 21st SUPCOM, reports have not to date been received from: Frankfurt, Hanau, Wiesbaden, Burtonwood, Karlsruhe, Pirmasens, and Rheinberg. Reports were still being received as late as 16 Jan 85; consequently, the USAREUR Report did not substantially cover all serviced activities and was inexcusably late.

4. The Handicapped Program Director has taken steps to ensure that statistics are forwarded to MACOM and installation level. This should assist community CPO's in future program planning. In order to ensure that we have a comprehensive list of Program Coordinators throughout USAREUR, UMC will provide a written list of names, addresses and telephone numbers of Community Handicapped Program Coordinators to USAREUR POC by 15 March 85.

5. POC, Mrs. Dopson, HDG Mil 8781/8623.

FOR THE DEPUTY CHIEF OF STAFF, PERSONNEL:

Enclosures  
as

*For Ben C. Russell*  
ANDREW F. FOREMAN  
Assistant Deputy Chief of Staff,  
Personnel (Civilian Personnel)



AEAGA-CE

SUBJECT: Affirmative Action Programs

DISTRIBUTION:

Cdr, V Corps, ATIN: AETVCP, APO 09079  
Cdr, VII Corps, ATIN: AETSCP, APO 09107  
Cdr, 21st SUPCOM, ATIN: AERCP, APO 09325  
Cdr, US Army, Berlin, ATIN: AEBA-CP, APO 09742  
Cdr, USASETAF, ATIN: AESE-CPD, APO 09168  
Cdr, 7th ATC, ATIN: AETT-CP, APO 09114  
✓ Cdr, USMCA Heidelberg, ATIN: AEUSG-CP, APO 09102



DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
WASHINGTON, DC 20310

SFEOA

29 January 1985

SUBJECT: Affirmative Action Programs

SEE DISTRIBUTION

1. In order to improve our planning for program evaluation and update, the following items are enclosed with this memorandum:
  - a. Army's Affirmative Action Program Plan (AAP) for the Recruitment, Placement and Advancement of Handicapped Individuals for FY 85 and Accomplishment Report for FY 84.
  - b. Formula for calculation of anticipated work force changes for page two of AAP of Handicapped Individuals.
  - c. Disabled Veteran Affirmative Action Plan (DVAAP) for FY 85 and Accomplishment Report for FY 84.
  - d. Worksheet for calculation of percentages on figures for disabled veterans.
  - e. Listing of MACOM Handicapped Program Managers.
2. Please forward this information to your installations and remind them that the DVAAP Accomplishment Report is due in this office no later than 1 November 1985, and Affirmative Action Plan for Handicapped Individuals and Accomplishment Report is due no later than 25 November 1985.
3. I plan on having a MACOM meeting for Handicapped Program managers during the month of April. If any of you have conferences, training or any other prior commitments, please notify me as soon as possible. HQDA will send a memorandum on the next couple of weeks with issues for discussion.
4. You will be receiving my comments and evaluation of your affirmative action plans in the near future. However, many DVAAP accomplishment reports from MACOMS did not respond to the four questions which are contained in FPM Chapter 720, Subchapter 3, Section 5. Additionally, I am requesting that you design your DVAAP Charts 1 and 2 in the same manner as DA's charts (see page 1 of DA's accomplishment report). To assist you with this, please use the worksheet cited in 1d.


SFEOA

SUBJECT: Affirmative Action Programs

5. Even though the administration of the Handicapped Program resides in the Civilian Personnel office, HQDA expects the EEO office to be involved in the development of the program plan.

6. I have arranged with CIVPERCEN to send statistics for the Affirmative Action programs to the MACOMS and installations throughout the Department of the Army (see 1a and c). This will be done quarterly and you should receive your first report sometime in April for the quarter ending March 31.

7. If you have any questions, please feel free to contact me at commercial: (202) 694-4340 or Autovon: 224-4340.

  
James T. Morton  
Director, Handicapped  
Program

Enclosures

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CF: DIRECTOR OF THE ARMY STAFF

**AFFIRMATIVE ACTION PROGRAM PLAN UPDATE AND REPORT OF ACCOMPLISHMENTS  
FOR AGENCY WITH 501 OR MORE EMPLOYEES**

**AFFIRMATIVE ACTION PROGRAM FOR  
HANDICAPPED INDIVIDUALS**

PLAN UPDATE FOR THE PERIOD OCTOBER 1, 1984 THROUGH SEPTEMBER 30, 1985

REPORT FOR THE PERIOD OCTOBER 1, 1983 THROUGH SEPTEMBER 30, 1984

Department of Army

Agency

HQDA (DAPE-CPE), Washington, D. C. 20310-0300

Agency Address

338,626

Number of Employees Covered by This Plan

James T. Morton, Director, Handicapped Program

694-4340

Name of Person Preparing This Form

Telephone Number

Raymond J. Sumser, Deputy for Civilian Personnel Policy & Equal Employment Opportunity

Name and Title of Responsible Official

Signature

*John O. Marsh, Jr.*

Date

*3 Jan. '85*

John O. Marsh, Jr., Secretary of the Army

Name and Title of Agency Head (certifies that this report is in compliance with EEO-MD-711, as amended by 711A, "Affirmative Action for Hiring, Placement, and Advancement of Handicapped Individuals")

Signature

Date

**PART A. PROGRAM PLAN UPDATE**

**FOR PERIOD OCTOBER 1, 1984, THROUGH SEPTEMBER 30, 1985**

**GOALS FOR EMPLOYMENT OF PERSONS WITH SPECIFIED SEVERE DISABILITIES**

Agencies are to use this format to establish hiring goals for the period October 1 through September 30. Anticipated changes in the work force are taken into account, as goals are calculated on the basis of losses from the work force as well as accessions. The planned rate of accessions (if any are anticipated) must be adequate to achieve the desired work force profile as of September 30. Guidance is provided in Appendix A of EEO-4D-711 (August 1982).

	ANTICIPATED CHANGES IN WORK FORCE FROM OCTOBER 1, 1984 TO SEPTEMBER 30, 1985	
	NUMBER + OR -	PERCENTAGE CHANGE - OR +
Losses (Total Work Force)	1. - 42966	2. - 12.7
Losses with Handicap Reported	3. - 2773	4. - 11.5
Losses with Targeted Disabilities	5. - 392	6. - 11.0
Accessions (Total Work Force)	7. + 47546	8. + 14.0
Accessions with Handicap Reported	9. + 2718	10. + 11.5
Accessions with Targeted Disabilities	11. + 591	12. + 16.5

	WORK FORCE PROFILE: ACTUAL DATA AS OF SEPTEMBER 30, 1984		ANTICIPATED CHANGES IN WORK FORCE FROM OCTOBER 1, 1984 TO SEPTEMBER 30, 1985		WORK FORCE PROFILE: ANTICIPATED DATA AS OF SEPTEMBER 30, 1985	
	NUMBER	PERCENT	NUMBER + OR -	PERCENT CHANGE + OR -	NUMBER	PERCENT
Total Work Force	13. 338626	14. 100.00	19. +4580	20. +1.32	25. 343206	26. 100.00
Handicap Reported	15. 23586	16. 7.0%	21. + 55	22. + .23	27. 23641	28. 6.9
Targeted Disabilities	17. 3565	18. 1.1%	23. + 199	24. +5.6	29. 3764	30. 1.1

\* Calculate this percentage by dividing the number + or - by the corresponding number in the work force profile as of the beginning of the reporting period.

**GOALS FOR THE PERIOD OCTOBER 1, 1984, TO SEPTEMBER 30, 1985**

- a. Total number of accessions with targeted disabilities: 591
- b. Percent of accessions with targeted disabilities: 1.2
- c. Total number of persons with targeted disabilities on board as of September 30, 1985: 3764
- d. Percent of total work force with targeted disabilities as of September 30, 1985: 1.1

**GOALS AND TIMETABLES FOR FACILITY ACCESSIBILITY**

a. List any unmet goals for barrier removal established in previous submissions that were to have been accomplished. Removal strategies are to be revised so that these goals can be accomplished prior to the end of the fiscal year covered by this plan.

GOALS	ORIGINAL TARGET DATES	REVISED TARGET DATES	REVISED REMOVAL STRATEGIES
<p>1. a. A DOD Directive will be published on Uniform Federal Accessibility Standards.</p> <p>b. The Uniform Federal Accessibility Standards was finalized and published in the Federal Register, July 1984.</p> <p>c. Army regulation or guidance will be developed after the issuance of the DOD Directive.</p>	Spring 1985		

b. List additional goals for barrier removal during the period covered by this plan:

GOALS	TARGET DATES
<p>Since authority for facilities is decentralized within the Army, and because barrier removal is a long-term, continuous project, we are providing examples of action to be taken at operating levels.</p> <p>a. Clarify the responsibility for the facility and the application of appropriate barrier removal standards. This will vary in relation to whether the facility is OSA owned, OSA leased, or occupied by tenant activity. This process will establish responsibility for the eventual funding of barrier removal activity.</p> <p>b. Survey all facilities, with civilian employees, constructed prior to, and/or those that have not had major alterations since January 1, 1969. The survey does not need to include facilities that are scheduled or programmed for major alterations or replacement. Also, the survey does not need to include facilities such as those defined as exclusions by the Department of Defense.</p> <p>(1) Unaccompanied personnel housing, closed messes, vehicle and aircraft maintenance facilities where all work is performed by able-bodied military personnel, and in general all facilities which are intended for use or occupancy by able-bodied military personnel only.</p> <p>(2) Those portions of the Reserve and National Guard which are not open to the public.</p> <p style="text-align: right;">(SEE PAGE 4a)</p>	All target dates for this chart are continuous

**a. List selection procedures which were identified in previous submissions but for which alternatives have not yet been instituted:**

SELECTION PROCEDURES	ALTERNATIVES	PLANNED ACTIONS	CURRENT TARGET DATES	DATES INDICATED PREVIOUSLY
Employees who become disabled due to personal or compensable injury or illness, or who become medically disqualified for their current position should be placed in positions for which they are otherwise qualified.	Establish a systematic method of returning these employees to duty or retaining them in temporary duty or light duty.	Revise Army Supplement to FPM 306. Implementation & evaluation of pilot Tobyhanna Reemployment Project by Army & DOL to re-employ long-term disabled employees from the Office of Workers' Compensation Program periodic rolls. Goal of 10% established for re-employment of individuals who incurred job-related injuries & as a result have suffered long-term disabilities.	FY 85	FY 84

**b. List selection procedures not previously identified for which alternatives should be instituted:**

SELECTION PROCEDURES	ALTERNATIVES	PLANNED ACTIONS	TARGET DATES
The lack of a positive attitude towards the disabled cause managers & supervisors to be reluctant or refuse to hire handicapped applicants.	To stimulate a positive attitude in managers and supervisors of the handicapped individual's capability and potential.	Provide training for managers and supervisors regarding the need for proper perspective in employing and utilizing handicapped employees (Windmills Training).	FY 85 & 86
Family members in overseas areas receive preference at the GS-8 and below level which could preclude hiring a local severely handicapped person.	Place severely handicapped non-family members on equal footage with family members in local outside hiring.	To be formally recommended to DA by USARJ in FY 85.	FY 85

*Enough of the target dates indicated should be prior to the end of the fiscal year covered by this plan that substantial progress toward elimination of selection barriers will have been made by that time. All barriers that are listed in item a. above should be removed prior to the end of the fiscal year covered by this plan.*

**PART 2: REPORT OF ACCOMPLISHMENTS  
FOR THE PERIOD OCTOBER 1, 1983 , THROUGH SEPTEMBER 30, 1984**

**AFFIRMATIVE ACTION PROGRAM FOR  
HANDICAPPED INDIVIDUALS**

**STAFFING COMMITMENTS**

Provide data indicating staffing commitments as of September 30, 1984. Include selective placement coordinators, handicapped program managers, and other key staff assigned to the affirmative action program for handicapped individuals. Do not include equal employment opportunity counselors and other personnel processing complaints of discrimination on the basis of handicap.

**a. Headquarters personnel with nationwide responsibility:**

(1) Agencywide responsibility (departmentwide if applicable)

Number of Persons 2

Total staff years (Full-time equivalents allocated to the program) 1.15

(2) Responsibility for Major Operating Components (If none indicate not applicable)

Number of Persons 17

Total staff years (Full-time equivalents allocated to the program) 1.69

**b. All other personnel (not accounted for above) at headquarters, in component agencies, or in field installations responsible for management and coordination of the program:**

PERCENTAGE OF TIME ALLOCATED TO THE PROGRAM	INDICATE NUMBER IN EACH GROUP
1 - 5%	308
6 - 10%	83
11 - 25%	78
26 - 75%	23
76 - 100%	3
<b>TOTAL:</b>	<b>495*</b>

**c. Number of agency personnel offices with appointing authority** 191

\*This number includes all Army personnel providing substantial management and coordination.



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 and ALL OTHERS)

CATEGORY#	GS 1-4	Z	GS 5-8	Z	GS 9-11	Z	GS/GM 12-13	Z	GS/GM 14-16	Z	GS/GM 18-19 & SES	Z	ALL OTHER WHITE COLLAR...	Z	TOTAL WHITE COLLAR	Z
Total Work Force	56537	23.3	75184	31.0	14087	22.3	43723	16.0	8560	3.5	382	0.2	4282	1.8	242755	100
Not Identified (01)	1088	13.0	2395	28.5	2214	26.4	2140	25.5	611	4.9	16	0.2	134	1.6	8398	100
Not Available or Unspecified	5	45.5	3	27.5	2	18.2	1	9.5	0	0.0	0	0.0	0	0.0	11	100
No Handicap (04)	51556	23.6	68362	31.5	47942	21.9	38743	17.7	7365	3.5	352	0.2	4033	1.8	218623	100
Handicap Reported (13 - 93)	3886	24.7	4424	28.1	3929	25.0	2639	18.1	514	3.3	14	0.1	115	0.7	15723	100
Total Targeted Disabilities	1039	44.5	563	24.5	429	18.4	245	10.5	28	1.2	0	0.0	33	1.4	2337	100
Deafness (16, 17)	192	66.2	55	19.0	26	9.0	10	3.4	1	0.3	0	0.0	6	2.1	290	100
Blindness (23, 25)	72	31.9	59	26.5	57	25.2	34	15.0	2	0.9	0	0.0	2	0.9	226	100
Missing Extremities (28, 32 - 38)	76	32.9	63	27.5	52	22.5	36	15.6	4	1.7	0	0.0	0	0.0	231	100
Partial Paralysis (64 - 68)	166	36.0	119	25.5	106	23.0	63	13.7	5	1.1	0	0.0	2	0.4	461	100
Complete Paralysis (71 - 78)	90	42.9	55	26.5	45	21.4	17	8.1	2	1.0	0	0.0	1	0.5	210	100
Convulsive Disorders (82)	147	44.5	101	30.0	49	14.8	24	7.3	8	2.4	0	0.0	1	0.3	330	100
Mental Retardation (90)	115	78.8	9	6.5	1	0.7	1	0.7	0	0.0	0	0.0	20	13.7	146	100
Mental Illness (91)	147	40.3	77	21.5	79	21.6	55	15.1	6	1.6	0	0.0	1	0.3	365	100
Distortion of Limbs/Spine (92)	34	43.6	25	32.5	14	17.9	5	6.4	0	0.0	0	0.0	0	0.0	78	100

\* Numbers in parentheses refer to codes in Standard Form 256.

\*\* Includes unspecified GS and all other white collar pay plans.

CATEGORY #	WG 1-3	%	WG 4-6	%	WG 7-9	%	WG 10-12	%	WG 13-15	%	ALL OTHER BLUE COLLAR**	%	TOTAL BLUE COLLAR	%
Total Work Force	8478	9.4	23173	25.1	22051	24.5	19974	22.2	668	0.7	15734	17.5	90078	100
Not Identified (01)	182	3.5	1020	19.4	1330	25.9	1523	29.7	55	1.1	1018	19.9	5128	100
Not Available or Unspecified	0	0.0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	1	100
No Handicap (04)	7807	10.1	20135	26.0	18858	24.3	16707	21.6	546	0.7	13416	17.3	77469	100
Handicap Reported (13-93)	489	6.5	2018	27.0	1862	24.9	1744	23.3	67	0.9	1300	17.4	7480	100
Total Targeted Disabilities	177	17.8	397	39.8	203	20.4	134	13.4	2	0.2	84	8.4	997	100
Deafness (16,17)	21	15.0	57	40.7	46	32.9	14	10.0	0	0.0	2	1.4	140	100
Blindness (23,25)	16	12.0	46	34.6	32	24.1	20	15.0	1	0.8	18	13.5	133	100
Missing Extremities (28, 32-38)	7	6.1	48	42.1	19	16.7	25	21.9	0	0.0	15	13.2	114	100
Partial Paralysis (44-60)	17	14.0	48	39.7	23	19.0	22	18.2	0	0.0	11	9.1	121	100
Complete Paralysis (71-78)	3	5.4	20	35.7	18	37.1	5	8.9	0	0.0	10	17.9	56	100
Convulsive Disorders (82)	11	11.6	43	45.3	19	20.0	15	15.8	0	0.0	7	7.4	95	100
Mental Retardation (90)	79	18.5	70	42.9	9	5.5	3	1.8	0	0.0	2	1.2	163	100
Mental Illness (91)	28	13.7	56	38.4	30	20.5	25	17.1	0	0.0	15	10.3	146	100
Distortion of Limbs/Spine (92)	3	10.3	9	31.0	7	24.1	5	17.2	1	3.4	4	13.8	29	100

\*Numbers in parentheses refer to codes on Standard Form 256.

\*\* Includes unspecified WG and all other blue collar pay plans.

Percentages are to be calculated on the basis of totals for each of the categories listed in the column on the left.

CATEGORY #	PROF	%	ADMIN	%	TECH	%	CLER	%	OTHER WHITE COLLAR	%	SUPV BLUE COLLAR	%	LEADER BLUE COLLAR	%	NONSUPV BLUE COLLAR	%
Total Work Force	42645	12.8	57133	17.2	48575	14.6	79430	23.9	14972	4.5	6781	2.0	1841	0.6	81456	24.5
Not Identified (01)	1629	12.0	2427	17.9	2036	15.1	1774	13.1	532	3.9	505	3.7	146	1.1	4477	33.1
Not Available or Unspecified	3	25.0	0	0.0	2	16.7	6	50.0	0	0.0	0	0.0	0	0.0	1	8.3
No Handicap (04)	38796	13.1	50542	17.1	42891	14.5	72693	24.6	13701	4.6	5605	1.9	1512	0.5	70352	23.0
Handicap Reported (13 - 93)	2217	9.6	4164	17.9	3646	15.7	4957	21.4	739	3.2	671	2.9	183	0.8	6626	20.6
Total Targeted Disabilities	273	8.2	372	11.2	465	13.9	1120	33.6	167	3.2	37	1.1	13	0.4	947	28.4
Deafness (16,17)	14	3.3	20	4.7	50	11.6	196	45.6	10	2.3	2	0.5	0	0.0	138	32.1
Blindness (23, 25)	35	9.7	51	14.2	49	13.6	78	21.7	13	3.6	8	2.2	4	1.1	121	33.7
Missing Extremities (28, 32 - 38)	25	7.2	51	14.6	58	16.8	91	26.4	6	1.7	8	2.3	2	0.6	104	30.1
Partial Paralysis (64 - 68)	60	10.3	105	18.0	99	17.0	175	30.1	22	3.8	7	1.2	1	0.2	113	19.4
Complete Paralysis (71 - 78)	21	7.9	40	15.0	47	17.7	93	35.0	9	3.4	6	2.3	3	1.1	47	17.7
Convulsive Disorders (82)	35	6.2	43	10.1	68	16.0	174	40.9	10	2.4	2	0.5	1	0.2	92	21.6
Mental Retardation (90)	2	0.6	0	0.0	9	2.9	111	35.9	24	7.8	0	0.0	0	0.0	163	52.8
Mental Illness (91)	75	14.7	52	10.2	66	12.9	163	31.9	9	1.8	3	0.6	2	0.4	141	27.6
Distortion of Limbs/Spine (92)	6	5.6	10	9.3	19	17.8	39	36.4	4	3.7	1	0.9	0	0.0	28	26.2

Describe your agency's barrier removal activity during the reporting year.

a. Summarize your agency's barrier removal activity.  
Because Army has 191 servicing civilian personnel offices, as well as employees stationed in other locations it would be impossible to list every established goal. Listed below is a sampling of the many goals for barrier removal established by Major Army Commands:

See attached pages

b. Is GSA providing assistance with barrier removal?  
 Not applicable     Yes     No; Describe:

See attached pages

c. Describe any difficulties that have been encountered in attempting to remove barriers that remain in agency facilities.

See attached pages

d. Describe actions being taken to overcome difficulties described in item c above.

See attached pages

FORSOM

a.

Installations have had entry ramps constructed, handrails installed on stairways, curbs modified for wheelchair access to sidewalks and streets, and rest facilities modified and renovated. Handicapped signs were installed in public facilities. Phones were lowered in one building making it more accessible to wheelchair users.

b.

Not applicable

One installation reported that GSA conducts one hour of instruction of "Safety of Employees" for 41B and M41B Supervisory courses.

c.

Funding continues to be a problem. In many cases costs are excessive because many of the buildings are old, multi-storied, and would require extensive modifications to remove barriers, such as installing elevators, chair lifts or stairwell ramps.

d.

Installations continue to work closely with the Director of Facilities Engineering, planning boards and barrier removal committees in efforts to accomplish modifications for facility accessibility. Renovation and new construction project designs have been reviewed for handicapped accommodations. Every effort is being made to secure funding and resources for projected projects during FY 85 through FY 88.

a.

(1) Modification of work sites, fire escapes, indoor and outdoor lighting, entrance ways, rest rooms, height and dimension of stair railings, stairs and existing ramps, dining facilities, equipment, furniture, recreation facilities and enclosed walkways.

(2) Installation of lightweight doors, shallow steps, ramps, warning systems for the blind, protective and assistive handrails, curb cuts, tactile devices on stairs, lowered drinking fountains, chair lifts, passenger elevators, braille markings, special latrine facilities, lowered light switches, automatic doors, signs, space heaters for arthritic employees, lowering wash basins, mirrors and towel dispensers, conversion of freight elevators.

(3) Provision for additional and improved preferred parking, expansion of the work-at-home program Alternate Work Schedules. Chair lift-equipped vans for on post transportation.

b.

X Yes Where applicable the majority of AMC facilities are owned by DA.

c.

Funding

Contract negotiations

Scheduling

Completion of surveys

Lack of sufficient facilities engineering manpower to assure timely barrier removal.

Old buildings incur costly renovation; many not originally designed to house employees

d.

Surveys of facilities for accommodation need and cost estimates.

Prioritizing accommodation needs and funding requirements; case-by-case consideration to assure cost and result effectiveness.

Advisory committees have been established at some locations to assist in surveys. Resolve contract negotiations.

Additional facilities engineering positions established.

List procedures identified during the reporting year

SELECTION PROCEDURES	ALTERNATIVES	ACTIONS TAKEN	COMPLETION DATES
<p>Competitive placements which included Merit Promotion, Career Program Referrals and selections from OPM registers.</p> <p>Selecting officials may be unaware of the abilities of handicapped persons and of recommendations that may be made through assistive devices and facility modification.</p>	<p>Use of excepted appointment authorities to consider and hire eligible handicapped applicants.</p> <p>Conduct seminar to acquaint senior managers on capabilities and potential of disabled individuals.</p>	<p>Increased contacts with VA, DAV, MOPH, AMVETS, American Legion for employment counseling and solicitation of applications. Concurrent review of handicapped/disabled vet applicant files; referral of qualified eligibles. Applicant Supply file maintained on 30% compensably disabled veterans.</p> <p>Basic supervisory training classes include a block of instruction on handicap, awareness; a representative of the State Rehabilitation Commission conducts an audiovisual presentation and furnishes a display of state-of-the-art assistive devices.</p> <p>Review vacancies with a view to making handicapped appointments. Consider restricting vacant positions to lower grade levels to allow handicapped applicants to compete.</p> <p>Recognize the contributions of handicapped employees through the Incentive Awards program and other appropriate publicity. Utilize established committees for Selective Placement of the Handicapped to recommend and implement actions to facilitate additional handicapped appointments.</p>	<p>Continuous</p>

UPWARD MOBILITY, APPRENTICESHIP, STUDENT COOPERATIVE EDUCATION, AND SIMILAR PROGRAMS

OCTOBER 1, 1983 TO SEPTEMBER 30, 1984

CATEGORY	UPWARD MOBILITY		APPRENTICESHIP & SIMILAR PROGRAMS		STUDENT CO-OP	
	SLOTS FILLED	PERCENT	SLOTS FILLED	PERCENT	SLOTS FILLED	PERCENT
Total Work Force	5180	100.00	1031	100.00	1257	100.00
Not Identified (01)	158	3.05	28	2.72	8	0.64
Not Available or Unspecified	0	0.00	0	0.00	0	0.00
No Handicap (04)	4692	90.58	961	93.21	1214	96.58
Handicap Reported (13 - 93)	330	6.37	42	4.07	35	2.78
Total Targeted Disabilities	71	1.37	4	0.39	3	0.24
Deafness (16, 17)	8	0.15	1	0.10	0	0.00
Blindness (23, 25)	8	0.15	0	0.00	0	0.00
Missing Extremities (28, 32 - 38)	3	0.06	1	0.10	0	0.00
Partial Paralysis (64 - 68)	21	0.41	0	0.00	1	0.10
Complete Paralysis (71 - 78)	4	0.08	0	0.00	1	0.10
Convulsive Disorders (82)	17	0.33	0	0.00	0	0.00
Mental Retardation (90)	0	0.00	1	0.10	1	0.10
Mental Illness (91)	7	0.14	1	0.10	0	0.00
Distortion of Limbs/Spine (92)	3	0.06	0	0.00	0	0.00

Computations  
 Percent =  $\frac{\text{Slots in Category}}{\text{Total Slots Filled}}$   
 Computations are to be based on actions during the reporting period. For upward mobility, count slots filled under a formal upward mobility program. For apprenticeships (wage grade), count slots filled under formal apprenticeship, shop trainee, and helper-to-journeyman programs. For student cooperative education programs count appointment made under sections 213.3102(g) and 213.3102(q) of Schedule A, and sections 213.3202 (a), 213.3202(b) and 213.3202(c) of Schedule B.

\* Number in parentheses refer to codes on Standard Form 254.



**GOALS FOR HIRING PERSONS WITH SPECIFIED SEVERE DISABILITIES**

These are to use this format to establish hiring goals for the period Oct. 1, 19\_\_ through September 30, 19\_\_ . Anticipated changes in the work force are taken into account because goals are to be expressed in terms of losses from the work force as well as accessions. The planned rate of hiring persons with the severe disabilities specified in EEO-MD-703 (December 6, 1979) must be adequate to achieve the desired work force profile as of September 30, 19\_\_ . Guidance is provided in Appendix A of EEO-MD-708 (February, 1981).

	Anticipated Changes in Work Force from Oct. 1, 19__ to September 30, 19__	
	Number + or -	*Percent Change + or -
Losses (Total Work Force)	7 -	2. - $\frac{\text{Box 1}}{\text{Box 13}}$
Losses with Handicap Reported	3 -	4. - $\frac{\text{Box 3}}{\text{Box 15}}$
Losses with Targeted Disabilities	5 -	6. - $\frac{\text{Box 5}}{\text{Box 17}}$
Accessions (Total Work Force)	7 +	8. + $\frac{\text{Box 7}}{\text{Box 13}}$
Accessions with Handicap Reported	7 +	10. + $\frac{\text{Box 9}}{\text{Box 15}}$
Accessions with Targeted Disabilities	11 +	12. + $\frac{\text{Box 11}}{\text{Box 17}}$

Work Force Profile: Actual Data as of Sept. 30, 19__	Anticipated Changes in Work Force from Oct. 1, 19__ - to September 30, 19__	Work Force Profile: Anticipated Data as of September 30, 19__
	Number	*Percent

**DISABLED VETERAN AFFIRMATIVE ACTION PLAN (DVAAP)  
ACCOMPLISHMENT REPORT**

1. Army progress in DVAAP implementation. In FY 84, Army activities continued to display a commitment to providing employment and advancement opportunities for disabled veterans. The charts below reflect the Army-wide representation of disabled veterans (chart 1) and their general schedule occupational distribution (chart 2) and changes since FY 83.

Chart 1

	<u>Total</u>	<u>GS</u>	<u>GS/GM 12+</u>	<u>Wage System</u>
<u>Disabled Veterans</u>	23186	14147	3323	9021
Representation	6.8%	5.6%	6.0%	10.3%
Representation Change	+0.1	+0.1	+0.1	+0.3
Total Change	+4.0%	+6.9%	+6.4%	-0.4%

While there was a 3.0% decrease in the total wage system, there was only a 0.4% decrease for disabled veterans. The reduction in the wage system reflects a continuing impact due to contracting out.

Chart 2

	<u>Professional</u>	<u>Administrative</u>	<u>Technical</u>	<u>Clerical</u>	<u>Other</u>
<u>Disabled Veterans</u>	1410	5670	3250	2630	1187
Distribution	6.1%	24.5%	14.0%	11.4%	5.1%
Change	-0.5%	+11.1%	+2.4%	+7.8%	+8.8%

The number of disabled veterans decreased by 0.5% in the professional category this year. During 1985, there will be more emphasis placed on the recruitment and advancement of disabled veterans into the professional category.

2. Recruitment and employment methods. The Army continues to use these methods of recruitment and employment from FY 83, because of our continuing success in the employment of disabled veterans. The Army has the largest number of disabled veterans employed in the Federal Government, excluding the Postal Service.

DEPARTMENT OF ARMY  
DISABLED VETERANS  
AFFIRMATIVE ACTION PLAN  
(DVAAP)

FY 1985



SECRETARY OF THE ARMY  
WASHINGTON

30 May 1984

MEMORANDUM FOR ARMY MANAGERS AND SUPERVISORS

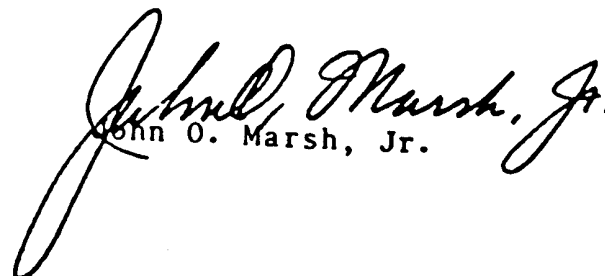
SUBJECT: Disabled Veteran Affirmative Action  
Program

The Army's Disabled Veteran Affirmative Action Program promotes employment and job advancement for disabled veterans, especially those who are 30 percent or more disabled. A copy of the FY 84 program plan, which describes responsibilities for program implementation and recommends recruitment and advancement methods, was distributed in January 1984 for action at Major Army Command and installation levels.

The Office of Personnel Management recently commended the Army for increasing disabled veteran employment. In FY 83 disabled veterans were 6.4 percent of all accessions (including 2.3 percent for 30 percent disabled veterans), and the Army exceeded the average of Executive Branch agencies in the employment of disabled veterans, as well as in other categories of veteran employment.

To maintain this progress, we must continue our employment initiatives and, where possible, expand our working relationships with veterans' organizations.

I know that you will continue to support the Army's effort to ensure that this deserving group of citizens is given every possible opportunity to become productive Army civilian employees.

  
John O. Marsh, Jr.

d. The Director, Personnel and Employment Service - Washington, Office, Secretary of the Army, is designated as the Department of the Army's Chief Coordinator for DVAAP for the Washington, D. C. Metropolitan Area.

e. Each Major Army Command (MACOM) and activity will have a designated coordinator for DVAAP who should be sufficiently high level of responsibility in the organization so as to foster effective implementation of all facets of the program. In view of the overlapping program areas, it is recommended that this coordinator function be combined with that of the Coordinator for Selective Placement of Handicapped persons, described in AR 690-300, Chapter 306, paragraph 3-2c. In addition, these individual's performance appraisals should reflect their responsibility for the DVAAP.

#### 5. Status of Disabled Veterans

a. Using the work force analysis and guidance provided by HQDA, MACOM, and Field Operating Activities will determine the need for and level of development of DVAAP to supplement the Army-wide plan.

b. The following assessment is based upon a review of information obtained from OPM's Civilian Personnel Data File (CPDF), Army's CIVPERSINS and field reports. The charts below reflect representation of disabled veterans (Chart 1) and their occupational distribution (Chart 2) and changes since FY 83.

Chart 1

	<u>Total</u>	<u>GS</u>	<u>GS/GM 12+</u>	<u>Wage System</u>
<u>Disabled Veterans</u>	23186	14147	3323	9021
Representation	6.8%	5.6%	6.0%	10.3%
Representation Change	+0.1%	+0.1%	+0.1%	+0.3%
Total Change	+4.0%	+6.9%	+6.4%	-0.4%

Chart 2

	<u>Professional</u>	<u>Administrative</u>	<u>Technical</u>	<u>Clerical</u>	<u>Other</u>
<u>Disabled Veterans</u>	1410	5670	3250	2630	1187
Distribution	6.1%	24.5%	14.0%	11.4%	5.1%
Change	-0.5%	+11.1%	+2.4%	+7.8%	+8.8%

c. Communication. Army MACOM and activities will be informed, on at least an annual basis, of their responsibilities in DVAAP and of programs in DVAAP through evaluation letters from HQDA.

d. Program Monitoring. The Army DVAAP Coordinator will review program accomplishments annually in conjunction with reviews of the AAP for the Handicapped. The DVAAP will be monitored in the following ways:

(1) The Civilian Personnel Data File (CPDF) administered by OPM contains veterans preference indicators that are based on the definitions of "veteran" and "disabled veteran" that are found in 5 U.S.C. 2108. Submitting offices should continue to follow instructions for veterans preference in FPM 211.2 with regard to entitlement to veterans preference, and in FPM Supplement 292-1, Book III, Subchapter 1, for maintaining the Army Civilian Personnel Information System (CIVPERSINS) data base.

(2) HQDA will review data provided in the Army CIVPERSINS. CIVPERSINS currently generates the DCSPER 279 "EEO Monitoring System" on a quarterly basis to all MACOMs and activities. The "Army Work Force Profile by Handicapped and Disabled Veterans" (RCS 279-EEO) is a summary of disabled veterans in the work force, sorted by pay plan, grade, and veterans preference. It appears in the EEO Monitoring System as follows:

Part I, Section 7 reports Army-wide data; Part II, Section 7 reports by MACOM; and Part III, Section 6 reports by SON. In addition, a CIVPERSINS monthly "Report of Veterans," (RCS DCSPER 499) will be available to MACOMs upon request to U. S. Army Civilian Personnel Center (PECC-CI), 200 Stovall Street, Alexandria, Virginia 22332.

(3) Within Army the annual accomplishment report for AAP for hiring, placement, and advancement of handicapped individuals (RCS 0234-EEO-AN) will retain the data on disabled veterans in the work force profiles. An evaluation of DVAAP will be conducted in conjunction with evaluation of the AAP for hiring, placement, and advancement of handicapped individuals.

(4) On-site Personnel Management surveys include a review of installation affirmative efforts to employ and advance disabled veterans together with the review of the AAP for Handicapped Individuals.

7. Labor-Management Relations. Agency programs and plans must be consistent with 5 U.S.C. Chapter 71, Labor Management Relations, and any applicable labor agreements. Agencies should negotiate, as appropriate, with recognized labor organizations, and solicit their support in designing and carrying out affirmative programs for disabled veterans. In addition, local unions should be encouraged to support the Disabled Veteran Affirmative Action Program.

## Computation formulas for DVAAP Report

### 1. Representation

To determine percent of representation, divide the number representing disabled veterans into the total workforce number, and do like-wise for each category.

### 2. Representation Change

To determine the representation change percentage, do the following computation. Subtract last years figure from the current years figure and you will have a plus or minus representation percentage.

### 3. Percent of Change

Subtract last years numbers from the current years numbers. Divide the difference by last years number to get the percent of total change, which could be a plus or minus.

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**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY, EUROPE, and SEVENTH ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF, PERSONNEL  
APO NEW YORK 09403

REPLY TO  
ATTENTION OF:

AEAGA-CE

15 MAR 1985

**SUBJECT:** Affirmative Action Program for Hiring, Placement, and Advancement of Handicapped Individuals

SEE DISTRIBUTION

1. Reference.

a. HQDA Ltr 690-85-2, 22 Feb 85, subject as above (Enclosure 1).

b. Letter, SFEOA, 29 Jan 85, subject: Affirmative Action Programs and AEAGA-CE 1st Ind dated 18 Feb 85.

2. Reference a forwards a copy of the Army-wide Affirmative Action Program Plan Update for FY 85 and Report of Accomplishment Report for FY 84 which was also forwarded by reference b. HQDA Ltr 690-85-2 outlines Army's goals for handicapped and severely handicapped individuals for FY 85 and provides FY 84 accomplishments.

3. Equal Employment Management Directive 711A is mandatory for FY 85 accomplishment reports for career development, upward mobility and promotional and training opportunities. Addressees are reminded to take action as necessary to meet suspense dates established by reference b for the DVAAP and AAP.

4. POC, Mrs. Dopson, HDG Mil 8781/8623.

FOR THE DEPUTY CHIEF OF STAFF, PERSONNEL:

ANDREW F. FOREMAN  
Assistant Deputy Chief of Staff,  
Personnel (Civilian Personnel)

1 Encl  
as

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**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ADJUTANT GENERAL**  
**WASHINGTON, DC 20310 - 2100**

HQDA LTR 690-85-2

REPLY TO  
ATTENTION OF  
DAPE-CPA (M) (17 Jan 85)

22 February 1985

Expires 22 February 1987

**SUBJECT: Affirmative Action Program for Hiring, Placement, and  
Advancement of Handicapped Individuals**

SEE DISTRIBUTION

1. References:

- a. Equal Employment Opportunity Management Directive 711A, dated 4 October 1983, subject as above.
- b. FPM Chapter 306, Selective Placement Programs.
- c. HQDA Letter 690-84-8, dated 4 June 1984, subject as above, is hereby cancelled.

2. A copy of the Army-wide Affirmative Action Program Plan Update for FY 1985 and Report of Accomplishments for FY 1984 are at Enclosure 1. Army's goals for FY 1985 remain as follows:

Handicapped Individuals - 4% of accessions

Severely Handicapped Individuals - 1.5% of accessions  
(included in the 4% for handicapped individuals)

Goals and accomplishments for FY 1984 are cited below:

	<u>Goal %</u>	<u>Actual Accomplishment</u>
Handicapped	4.0	5.7
Severely Handicapped	1.5	1.2

3. Army commands reported extensive activity in accomplishment and planning for improvements in facility accessibility. Many Army activities received special honors from national, state, and local organizations, both public and private, for successful efforts in employment of the handicapped.

DAPE-CPA

SUBJECT: Affirmative Action Program for Hiring, Placement, and  
Advancement of Handicapped Individuals

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CHIEF, US ARMY CIVILIAN PERSONNEL CENTER

ADMINISTRATOR, US ARMY CIVILIAN APPELLATE REVIEW AGENCY

**AFFIRMATIVE ACTION PROGRAM PLAN UPDATE AND REPORT OF ACCOMPLISHMENTS  
FOR AGENCY WITH 501 OR MORE EMPLOYEES**

**AFFIRMATIVE ACTION PROGRAM FOR  
HANDICAPPED INDIVIDUALS**

PLAN UPDATE FOR THE PERIOD OCTOBER 1, 1984 THROUGH SEPTEMBER 30, 1985

REPORT FOR THE PERIOD OCTOBER 1, 1983 THROUGH SEPTEMBER 30, 1984

Department of Army  
Agency

HQDA (DAPE-CPE), Washington, D. C. 20310-0300

Agency Address

338,626

Number of Employees Covered by This Plan

James T. Morton, Director, Handicapped Program

694-4340

Name of Person Preparing This Form

Telephone Number

Raymond J. Sumser, Deputy for Civilian Personnel Policy & Equal Employment Opportunity

Name and Title of Responsible Official

*John O. Marsh, Jr.*

*3 Jan, '85*

Signature

Date

John O. Marsh, Jr., Secretary of the Army

Name and Title of Agency Head (certifies that this report is in compliance with EEO-MD-711, as amended by 711A, "Affirmative Action for Hiring, Placement, and Advancement of Handicapped Individuals")

Signature

Date

**GOALS AND TIMETABLES FOR FACILITY ACCESSIBILITY**

a. List any unmet goals for barrier removal established in previous submissions that were to have been accomplished. Removal strategies are to be revised so that these goals can be accomplished prior to the end of the fiscal year covered by this plan.

GOALS	ORIGINAL TARGET DATES	REVISED TARGET DATES	REVISED REMOVAL STRATEGIES
<p>1. a. A DOD Directive will be published on Uniform Federal Accessibility Standards.</p> <p>b. The Uniform Federal Accessibility Standards was finalized and published in the Federal Register, July 1984.</p> <p>c. Army regulation or guidance will be developed after the issuance of the DOD Directive.</p>	Spring 1985		

b. List additional goals for barrier removal during the period covered by this plan:

GOALS	TARGET DATES
<p>Since authority for facilities is decentralized within the Army, and because barrier removal is a long-term, continuous project, we are providing examples of action to be taken at operating levels.</p> <p>a. Clarify the responsibility for the facility and the application of appropriate barrier removal standards. This will vary in relation to whether the facility is OSA owned, OSA leased, or occupied by tenant activity. This process will establish responsibility for the eventual funding of barrier removal activity.</p> <p>b. Survey all facilities, with civilian employees, constructed prior to, and/or those that have not had major alterations since January 1, 1969. The survey does not need to include facilities that are scheduled or programmed for major alterations or replacement. Also, the survey does not need to include facilities such as those defined as exclusions by the Department of Defense.</p> <p>(1) Unaccompanied personnel housing, closed messes, vehicle and aircraft maintenance facilities where all work is performed by able-bodied military personnel, and in general all facilities which are intended for use or occupancy by able-bodied military personnel only.</p> <p>(2) Those portions of the Reserve and National Guard which are not open to the public.</p> <p style="text-align: right;">(SEE PAGE 4a)</p>	All target dates for this chart are continuous

**ALTERNATIVES TO SELECTION PROCEDURES THAT HAVE IMPEDED EMPLOYMENT OF HANDICAPPED INDIVIDUALS**

a. List selection procedures which were identified in previous submissions but for which alternatives have not yet been instituted:

SELECTION PROCEDURES	ALTERNATIVES	PLANNED ACTIONS	CURRENT TARGET DATES	DATES INDICATED PREVIOUSLY
Employees who become disabled due to personal or compensable injury or illness, or who become medically disqualified for their current position should be placed in positions for which they are otherwise qualified.	Establish a systematic method of returning these employees to duty or retaining them in temporary duty or light duty.	Revise Army Supplement to FPM 306. Implementation & evaluation of pilot Tobyhanna Reemployment Project by Army & DOL to re-employ long-term disabled employees from the Office of Workers' Compensation Program periodic rolls. Goal of 10% established for re-employment of individuals who incurred job-related injuries & as a result have suffered long-term disabilities.	FY 85	FY 84

b. List selection procedures not previously identified for which alternatives should be instituted:

SELECTION PROCEDURES	ALTERNATIVES	PLANNED ACTIONS	TARGET DATES
The lack of a positive attitude towards the disabled cause managers & supervisors to be reluctant or refuse to hire handicapped applicants.	To stimulate a positive attitude in managers and supervisors of the handicapped individual's capability and potential.	Provide training for managers and supervisors regarding the need for proper perspective in employing and utilizing handicapped employees (Windmills Training).	FY 85 & 86
Family members in overseas areas receive preference at the GS-8 and below level which could preclude hiring a local severely handicapped person.	Place severely handicapped non-family members on equal footage with family members in local outside hiring.	To be formally recommended to DA by USARJ in FY 85.	FY 85

Enough of the target dates indicated should be prior to the end of the fiscal year covered by this plan that substantial progress toward elimination of selection barriers will have been made by that time. All barriers that are listed in item a. above should be removed prior to the end of the fiscal year covered by this plan.

**ALTERNATIVES TO SELECTION PROCEDURES THAT HAVE IMPEDED EMPLOYMENT OF HANDICAPPED INDIVIDUALS (continued)**

a. List selection procedures which were identified in previous submissions but for which alternatives have not yet been instituted:

<u>SELECTION PROCEDURES</u>	<u>ALTERNATIVES</u>	<u>PLANNED ACTIONS</u>	<u>CURRENT TARGET DATES</u>	<u>DATES INDICATED PREVIOUSLY</u>
<p>Some Merit Promotion plans do not permit concurrent consideration of handicapped individuals eligible for special appointments when the area of consideration is limited to the installation.</p>	<p>To allow concurrent consideration of severely handicapped applicants eligible for special appointments when the area of consideration is limited to the installation.</p>		<p>FY 85</p>	<p>FY 84</p>

**ANALYSIS OF WORK FORCE**

	TOTAL WORK FORCE	HANDICAPPED WORK FORCE	%	NO HANDICAP (04)	%	OTHER (01 AND NOT AVAILABLE)	%	TARGETED DISABILITIES	%	TARGETED DISABILITIES AVERAGE GRADE	
										WHITE COLLAR	WAGE GRADE
SEPTEMBER 30, 19 <u>83</u>	332833	23203	7.0	296092	89.0	13526	4.1	3334	1.0	6.2	6.0
FY 84 GOAL	N. A.	N. A.	N. A.	N. A.	N. A.	N. A.	N. A.	3521	1.5	N. A.	N. A.
SEPTEMBER 30, 19 <u>84</u>	338626	23586	7.0	302764	89.4	12262	3.6	3565	1.1	6.3	5.9

TOTAL NUMBER OF ACCESSIONS FROM OCTOBER 1, 19 84, TO SEPTEMBER 30, 19 83 47546

\* Numbers in parentheses refer to codes on Standard Form 256.

TOTAL NUMBER OF LOSSES FROM OCTOBER 1, 19 84, TO SEPTEMBER 30, 19 83 42966

**SPECIAL RECRUITMENT PROGRAM -- ACCESSIONS AND LOSSES -- TARGETED DISABILITIES**

	DEAF (16, 17)	BLIND (23, 25)	MISSING EXTREMITIES (26, 32 - 38)	PARTIAL PARALYSIS (64 - 68)	COMPLETE PARALYSIS (71 - 78)	CONVULSIVE DISORDERS (82)	MENTALLY RETARDED (94)	MENTAL ILLNESS (51)	DISTORTION LMB/SPME (92)	TOTAL
ON-BOARD TARGETED DISABILITIES AS OF SEPTEMBER 30, 19 <u>84</u>	430	359	345	582	266	425	309	511	107	3334
APPLICATIONS FROM OCTOBER 1, 19 <u>83</u> , TO SEPTEMBER 30, 19 <u>84</u> **	Army has not collected this information due to the impracticality of the use of a manual system. This situation will be alleviated with the issuance of an OPM form which will provide for automation.									
ACCESSIONS FROM OCTOBER 1, 19 <u>83</u> , TO SEPTEMBER 30, 19 <u>84</u>	82	48	43	65	39	91	59	89	14	530
LOSSES FROM VOLUNTARY & INVOLUNTARY SEPARATIONS FROM OCT. 1, 19 <u>83</u> , TO SEPTEMBER 30, 19 <u>84</u>	44	46	33	57	23	51	35	90	13	392
ON-BOARD TARGETED DISABILITIES AS OF SEPTEMBER 30, 19 <u>84</u>	480	366	361	605	278	476	351	529	119	3565

\*\* For information on collection of applicant data see 46 FR 11285 (February 6, 1981).



ANALYSIS OF WORK FORCE: WHITE COLLAR (GS, GM, SES, and ALL OTHER)

DATA AS OF END OF REPORTING YEAR

CATEGORY	GS 1-4	%	GS 5-8	%	GS 9-11	%	GS/GM 12-13	%	GS/GM 14-18	%	GS/GM 16-18 & SES	%	ALL OTHER WHITE COLLAR	%	TOTAL WHITE COLLAR	%
Total Work Force	56976	22.7	77608	30.9	57102	22.7	46019	18.3	8857	3.5	379	0.2	4343	1.7	251284	100
Not Identified (81)	1046	13.3	2127	27.1	2117	27.0	2022	25.8	415	5.3	15	0.2	102	1.3	7844	100
Not Available or Unspecified	2	20.0	3	30.0	3	30.0	1	10.0	0	0.0	0	0.0	1	10.0	10	100
No Handicap (84)	51725	22.8	70985	31.3	50933	22.4	41108	18.1	7946	3.5	350	0.2	4094	1.8	22741	100
Handicap Reported (13-93)	4203	25.8	4493	27.6	4049	24.9	2888	17.7	496	3.0	14	0.1	146	0.9	16289	100
Total Targeted Disabilities	1112	44.0	608	24.1	481	19.0	251	9.9	28	1.1	1	0.3	44	1.7	2525	100
Deafness (16, 17)	219	66.4	64	19.4	30	9.1	9	2.7	1	0.3	0	0.0	7	2.1	330	100
Blindness (23, 25)	71	29.5	59	24.5	69	28.6	35	14.5	3	1.2	0	0.0	4	1.7	241	100
Missing Extremities (26, 32-38)	77	32.0	73	30.3	49	20.3	36	14.9	4	1.7	0	0.0	2	0.8	241	100
Partial Paralysis (44-48)	166	34.9	119	25.0	117	24.6	66	13.9	5	1.1	0	0.0	3	0.6	476	100
Complete Paralysis (71-78)	86	38.6	59	26.5	52	23.3	21	9.4	2	0.9	0	0.0	3	1.3	223	100
Convulsive Disorders (82)	169	44.2	114	29.8	63	16.5	24	6.3	9	2.4	1	0.3	2	0.5	382	100
Mental Retardation (98)	138	81.7	7	4.1	2	1.2	1	0.6	0	0.0	0	0.0	21	12.4	169	100
Mental Illness (91)	148	39.7	80	21.4	85	22.8	54	14.5	4	1.1	0	0.0	2	0.5	373	100
Distortion of Limbs/Spine (92)	38	42.2	33	36.7	14	15.6	5	5.6	0	0.0	0	0.0	0	0.0	90	100

\* Number in parentheses refers to codes in Standard Form 756.

\*\* Includes unspecified GS and all other white collar pay plans.

ANALYSIS OF WORK FORCE: WAGE GRADE

DATA AS OF END OF REPORTING YEAR

CATEGORY <sup>a</sup>	WG 1-3	%	WG 4-6	%	WG 7-9	%	WG 10-12	%	WG 13-15	%	ALL OTHER BLUE COLLAR**	%	TOTAL BLUF COLLAR	%
Total Work Force	7329	8.4	23053	26.4	21759	24.9	19371	22.2	626	0.7	15234	17.4	87342	100
Not Identified (01)	150	3.4	913	20.7	1132	25.6	1282	29.0	45	1.0	896	20.3	4418	100
Not Available or Unspecified	1	25.0	1	25.0	2	50.0	0	0.0	0	0.0	0	0.0	4	100
No Handicap (04)	6750	8.9	20054	26.5	18753	24.8	16457	21.8	525	0.7	13084	17.3	75623	100
Handicap Reported (13-93)	428	5.9	2085	28.6	1872	25.7	1632	22.4	56	0.8	1224	16.8	7297	100
Total Targeted Disabilities	175	16.8	440	42.3	221	21.3	124	11.9	2	0.2	78	7.5	1040	100
Deafness (16,17)	19	12.7	67	44.7	49	32.7	13	8.7	0	0.0	2	1.3	150	100
Blindness (23,25)	13	10.4	43	34.4	37	29.6	19	15.2	0	0.0	13	10.4	125	100
Missing Extremities (26, 32-38)	8	6.7	52	43.3	20	16.7	26	21.7	0	0.0	14	11.7	120	100
Partial Paralysis (6468)	16	12.4	54	41.9	27	20.9	20	15.5	0	0.0	12	9.3	129	100
Complete Paralysis (71-78)	1	1.8	23	41.8	18	32.7	3	5.5	0	0.0	10	18.2	55	100
Convulsive Disorders (82)	8	8.5	48	51.1	18	19.1	12	12.8	1	1.1	7	7.4	94	100
Mental Retardation (90)	88	48.4	80	44.0	10	5.5	3	1.6	0	0.0	1	1.5	182	100
Mental Illness (91)	20	12.8	63	40.4	35	22.4	23	14.7	0	0.0	15	9.6	156	100
Distortion of Limbs/Spine (92)	2	6.9	10	34.5	7	24.1	5	17.2	1	3.4	4	13.8	29	100

<sup>a</sup>Numbers in parentheses refer to codes on Standard Form 256.

\*\* Includes specified WG and all other blue collar pay plans.

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**ANALYSIS OF WORK FORCE: TYPES OF OCCUPATIONS**  
(Professional; Administrative; Technical; Clerical; Other White Collar; Supervisory, Leader, and Nonsupervisory Blue Collar)

**DATA AS OF BEGINNING OF REPORTING YEAR**

Percentages are to be calculated on the basis of totals for each of the categories listed in the column on the left.

CATEGORY	PROF	%	ADMIN	%	TECH	%	CLER	%	OTHER WHITE COLLAR	%	SUPV BLUE COLLAR	%	LEADER BLUE COLLAR	%	NON-SUPV BLUE COLLAR	%
Total Work Force	43789	12.9	61830	18.3	48374	14.3	80846	23.9	16445	4.9	6653	2.0	2556	0.8	78133	23.1
Not Identified (01)	1540	12.6	2322	18.9	1827	14.9	1660	13.5	495	4.0	455	3.7	183	1.5	3780	30.8
Not Available or Unspecified	0	0.0	6	42.9	0	0.0	3	21.4	1	1.7	0	0.0	0	0.0	4	28.6
No Handicap (04)	40061	13.2	55118	18.2	42959	14.2	73893	24.4	15110	5.0	5574	1.8	2138	0.7	67911	22.4
Handicap Reported (13 - 93)	2188	9.3	4384	18.6	3588	15.2	5290	22.4	839	3.6	624	2.6	235	1.0	6438	27.3
Total Targeted Disabilities	279	7.8	415	11.6	498	14.0	1196	33.5	137	3.8	36	1.0	18	0.5	986	27.7
Deafness (16, 17)	15	3.1	20	4.2	63	13.1	220	45.8	12	2.5	2	0.4	0	0.0	148	30.8
Blindness (23, 25)	36	9.8	56	15.3	59	16.1	74	20.2	16	4.4	7	1.9	3	0.8	115	31.4
Missing Extremities (28, 32-38)	26	7.2	52	14.4	57	15.8	95	26.3	11	3.0	8	2.2	4	1.1	108	29.9
Partial Paralysis (64 - 68)	60	9.9	116	19.2	100	16.5	176	29.1	24	4.0	5	0.8	3	0.5	121	20.0
Complete Paralysis (71 - 78)	24	8.6	45	16.2	49	17.6	91	32.7	14	5.0	6	2.2	3	1.1	46	16.5
Convulsive Disorders (82)	41	8.6	51	10.7	82	17.2	196	41.2	12	2.5	2	0.4	1	0.2	91	19.1
Mental Retardation (90)	2	0.6	2	0.6	8	2.3	132	37.6	25	7.1	0	0.0	0	0.0	182	51.9
Mental Illness (91)	69	13.0	59	11.2	65	12.3	164	31.0	16	3.0	4	0.8	3	0.6	149	28.2
Distortion of Limbs/Spine (92)	6	5.0	14	11.8	15	12.6	48	40.3	7	5.9	2	1.7	1	0.8	26	21.8

FORSQOM

a.

Installations have had entry ramps constructed, handrails installed on stairways, curbs modified for wheelchair access to sidewalks and streets, and rest room facilities modified and renovated. Handicapped signs were installed in public facilities. Phones were lowered in one building making it more accessible to wheelchair users.

b.

X Not applicable

One installation reported that GSA conducts one hour of instruction of "Safety of Employees" for 41B and M41B Supervisory courses.

c.

Funding continues to be a problem. In many cases costs are excessive because many of the buildings are old, multi-storied, and would require extensive modifications to remove barriers, such as installing elevators, chair lifts or stairwell ramps.

d.

Installations continue to work closely with the Director of Facilities Engineering, planning boards and barrier removal committees in efforts to accomplish modifications for facility accessibility. Renovation and new construction project designs have been reviewed for handicapped accommodations. Every effort is being made to secure funding and resources for projected projects during FY 85 through FY 88.

AMC

a.

(1) Modification of work sites, fire escapes, indoor and outdoor lighting, entrance ways, rest rooms, height and dimension of stair railings, stairs and existing ramps, dining facilities, equipment, furniture, recreation facilities and enclosed walkways.

(2) Installation of lightweight doors, shallow steps, ramps, warning systems for the blind, protective and assistive handrails, curb cuts, tactile devices on stairs, lowered drinking fountains, chair lifts, passenger elevators, braille markings, special latrine facilities, lowered light switches, automatic doors, signs, space heaters for arthritic employees, lowering wash basins, mirrors and towel dispensers, conversion of freight elevators.

(3) Provision for additional and improved preferred parking, expansion of the work-at-home program Alternate Work Schedules. Chair lift-equipped vans for on post transportation.

b.

Yes      Where applicable the majority of AMC facilities are owned by DA.

c.

**Funding**

Contract negotiations

Scheduling

Completion of surveys

Lack of sufficient facilities engineering manpower to assure timely barrier removal.

Old buildings incur costly renovation; many not originally designed to house employees

d.

Surveys of facilities for accommodation need and cost estimates.

Prioritizing accommodation needs and funding requirements; case-by-case consideration to assure cost and result effectiveness.

Advisory committees have been established at some locations to assist in surveys. Resolve contract negotiations.

Additional facilities engineering positions established.

**ALTERNATIVES . . . SELECTION PROCEDURES THAT HAVE IMPEDED EMPLOYMENT OF HANDICAPPED INDIVIDUALS**

List procedures identified during the reporting year

SELECTION PROCEDURES	ALTERNATIVES	ACTIONS TAKEN	COMPLETION DATES
Availability of candidates with handicaps and retention of employees with handicaps.	Identify new recruitment sources.  Identify barriers to the handicapped and disabled.	Attended President's Committee for Employment of the Handicapped May 84.  Participated in the Mayor's Job Fair, Washington, D.C., Sep 84.  Increased applications in Applicant Supply File  Referred qualified handicapped candidates noncompetitively for vacancies.  Update the locator list for use by Provost Marshal's Office, Safety Office & Fire Chief to locate handicapped employees and identify special assistance procedures needed in case of emergencies.	FY 84  FY 84  Ongoing  Ongoing  FY 84
Supervisor's lack of knowledge of abilities of persons with severe disabilities.	Communication, publicity.  Increase awareness of supervisors and managers.	A seminar for supervisors and managers was conducted during National Employ the Handicapped Week. Forty-two managers/supervisors were in attendance.	October 83
Recruitment at colleges and universities..	Targeted recruitment at colleges and universities.	Recruiting visits to colleges and universities with high populations of disabled students. Continued contact with these institutions to solicit applicants.	Continuous
Stay in School Program	Inclusion of qualified handicapped applicants to Stay-in-School Program.	Contact maintained with School District Special Education Offices	Continuous

OCTOBER 1, 19 81 TO SEPTEMBER 30, 19 84

CATEGORY #	ON-BOARD AS OF 9/30/	PROMOTIONS		TRAINING	
		NUMBER	PERCENT	CERTIFIED INCIDENTS	PERCENT
Total Work Force	338626	4271	1.26	242161 182879*	71.51
Not Identified (01)	12262	95	0.77	6179	50.39
Not Available or Unspecified	14	0	0.0	1	7.14
No Handicap (04)	302764	3938	1.30	165643	54.71
Handicap Reported (13 - 93)	23586	238	1.01	11056	46.88
Total Targeted Disabilities	3565	48	1.35	448	12.57
Deafness (16, 17)	480	10	2.08	40	8.33
Blindness (23, 25)	366	3	0.82	101	27.60
Missing Extremities (28, 32 - 38)	361	2	0.55	63	17.45
Partial Paralysis (64 - 68)	605	9	1.49	188	31.07
Complete Paralysis (71 - 78)	278	5	1.80	84	30.22
Convulsive Disorders (82)	476	6	1.26	130	27.31
Mental Retardation (90)	351	0	0.0	9	2.56
Mental Illness (91)	529	11	2.08	140	26.47
Distortion of Limbs/Spine (92)	119	2	1.68	43	36.13

Computations:

Percent Promotions =  $\frac{\text{Number On-Board}}{\text{On-Board}}$

Percent Training =  $\frac{\text{Incidents On-Board}}{\text{On-Board}}$

Computations are to be based on actions during the reporting period. For promotions, use Standard Form 50, nature of action codes 702 and 547. For training, count only incidences certified on Standard Form 182, on Optional Form 170 (which can still be used, although it has been replaced by Standard Form 182), or on an agency authorized form.

\* The first number is the actual number of incidents of training and the second number reflects the number of individuals who took training. This will be corrected in the FY 85 accomplishment report.

\* Numbers in parentheses refer to codes on Standard Form 256.

## EXECUTIVE AND MANAGEMENT DEVELOPMENT PROGRAMS

DATA AS OF SEPTEMBER 30, 1984

CATEGORY <sup>a</sup>	GS 5 - 8	%	GS 9 - 11	%	GS/GM 12 - 13	%	GS/GM 14 - 15	%	GS 16 - 18 & SES	%
Total Work Force	4452	100.00	6153	100.00	1700	100.00	5	100.00	0	100.00
Not Identified (01)	63	1.42	117	1.90	20	1.18	0	0.00	0	130.11
Not Available or Unspecified	0	0.00	0	0.00	0	0.00	0	0.00	0	130.11
No Handicap (04)	4174	93.76	5721	92.98	1623	95.47	5	100.00	0	130.11
Handicap Reported (13 - 93)	215	4.83	315	5.12	57	3.35	0	0.00	0	130.11
Total Targeted Disabilities	50	1.12	72	1.17	11	0.65	0	0.00	0	130.11
Deafness (16, 17)	3	0.07	2	0.03	0	0.00	0	0.00	0	130.11
Blindness (23, 25)	2	0.04	9	0.15	2	0.12	0	0.00	0	130.11
Missing Extremities (28, 32 - 38)	7	0.16	5	0.08	1	0.06	0	0.00	0	130.11
Partial Paralysis (64 - 68)	13	0.29	21	0.34	1	0.06	0	0.00	0	130.11
Complete Paralysis (71 - 78)	4	0.09	9	0.15	0	0.00	0	0.00	0	130.11
Convulsive Disorders (82)	7	0.16	8	0.13	1	0.06	0	0.00	0	130.11
Mental Retardation (90)	0	0.00	0	0.00	0	0.00	0	0.00	0	130.11
Mental Illness (91)	8	0.18	13	0.21	5	0.29	0	0.00	0	130.11
Distortion of Limbs/Spine (92)	6	0.13	5	0.08	1	0.06	0	0.00	0	130.11

Computations are to be based on the individuals enrolled in formal executive management development programs just reporting period. This includes Career Presidential Management Intern, and 51 other upper level development programs established pursuant to OPM guidelines.

<sup>a</sup> Numbers in parentheses refer to codes on Standards.

256.



NAVY

**EQUAL EMPLOYMENT OPPORTUNITY PROGRAM NARRATIVE**

1. Would you describe your recruitment hiring and promotion policies regarding minorities? Please provide a copy of any plans, directives, regulations or manuals which define or delineate these policies.

a. The recruitment efforts made throughout the Naval Investigative Service (NIS) Command and its' regions provide successful vehicles in soliciting qualified minorities and women candidates for our special agent program. The recruitment strategies used for FY-85 showed at the end of the third quarter, 1,784 applications were received. The breakdown is as follows:

	<u>MALE</u>	<u>FEMALE</u>
White	782*	276
Black	100	72
Hispanic	45	13
Asian Pacific	44	11
Native American	2	1
Unknown	332	106

\*For statistical purposes

b. Enclosures (2) and (3) are the basic policies which set our affirmative action objectives and Federal Equal Opportunity Recruitment Program (FEORP) strategies in place. The strategies provided below are successfully applied by our special agents in various regional areas. Our FEORP efforts are mainly concentrated in the special agent arena which is our most populous occupation and have proven successful in supplying minority and female candidates.

(1) A site visit to Salve Regina College provided five females who were interviewed with one female provided a screening board interview and recommended for hire.

(2) Attendance at the Tidewater Law Enforcement Basketball Tournament provided an applicant.

(3) Contacts made with the following colleges and police departments were encouraging to potential applicants and we had several minorities submit applications for employment consideration:

Colleges

University of Maryland  
Virginia Wesleyan College  
Mary Washington College  
College of the Virgin Islands  
James Madison University  
Old Dominion University

Police Departments

Prince William Co. Police  
Fairfax Co. Police  
Baltimore City Police  
Virginia Beach Police  
Portsmouth Virginia Police  
Norfolk Police

Enclosure (1)

Colleges

William & Mary University  
Central Missouri State  
So. Illinois University  
University of Hawaii  
Manoa Campus  
Chaminade University  
Brigham Young University  
University of Guam  
European Campuses of U.S. Universities

Police Departments

Williamsburg Police  
Hampton Police  
Newport News Police  
Latino Peace Officers Assoc.

(4) Job announcement packages are prepared by the regional NIS recruiter and mailed to college placement offices and followed up with a telephone call.

(5) Applicant packages are mailed to various college student organizations, women's clubs, church groups, college affirmative action personnel, and minority college student placement offices.

(6) During recruitment drives we have prepared and delivered public radio broadcast interviews, in spanish, of our hispanic special agents; provided a 20 minute video tape interview of female agents for public television; and a live radio show interview of black agents.

(7) We prepare broadcasts for the Armed Forces Radio Station which stress the equal employment opportunities used by NIS.

2. What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?

Enclosure (2) states our policy in improving the representation of minorities and women. It is the basic recruitment tool provided to all NIS regions, and which states that an aggressive effort be made to develop a FEORP plan. The policy also states that each region develop its own FEORP strategies and includes some suggestions. My Deputy EEO Officer, on a quarterly basis, monitors each region and determines which strategies have proven successful in the recruitment of minorities and women by the numbers hired. Enclosure (3) is the required format submitted by the NIS regions. She then prepares an end of-the-year analysis for a NIS profile of minorities and women recruited and hired. These recruitment strategies are used only for the special agent program.

3. Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?

Currently we have no upward mobility program specifically for the foreign counterintelligence (FCI) program. We did however prior to FY-85 develop criteria, which was approved by Department of the Navy, to initiate an upward mobility program in the NIS. The first positions advertised were three Criminal Investigations Review Specialist positions, GS-1801-5/7/9/11. The selectees were all female. Efforts are underway to identify appropriate positions in the FCI area.

4. Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.

Each region prepares its own unique FEORP plan, designed to fit that region's specific civilian labor force. In the implementation of recruitment drives and/or contacts made, special consideration is given to all minority groups and women in order to acquire qualified applicants. Some of the special programs used by NIS were listed as strategies in question 1.

5. Would you provide a breakout of employees by grade level and minority group? (Include blacks, hispanics, and other minorities on one list and women on a second list). Provide the same breakdown for employees hired in the last year.

NIS FCI PROGRAM  
MINORITIES BY SEX AND RACE FOR FY 1985

	<u>Women</u>	<u>Men</u>
Black		1
Hispanic		1
Asians	3	1
Am. Indian		<u>1</u>
TOTAL MINORITIES	<u>3</u>	<u>4</u>
Non Minorities	<u>14</u>	<u>131</u>
TOTAL PROGRAM	17	135

NIS FCI PROGRAM  
MINORITIES BY SEX, GRADE, AND RACE FOR FY 1985

	<u>GS-1 to GS-8</u>		<u>GS-9 to GS-12</u>		<u>GS-13 to GS-15</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
Black	1					
Hispanic			1			
Asians			1	3		
Am. Indians					1	
TOTAL MINORITIES	<u>1</u>		<u>2</u>	<u>3</u>	<u>1</u>	
Non Minorities	<u>10</u>		<u>101</u>	<u>14</u>	<u>20</u>	
TOTAL PROGRAM	11		103	17	21	

6. How have the total number and distribution of minority employees changed over the last 10 years?

Minorities have made a slow but steady climb in the NIS organization. Our statistical profile in the special agent program shows minorities at 11.2% (112 employees out of 1003) at the end of FY-85. Our most significant gains have been for women. One of our organizational objectives is to increase the numbers of women in the law enforcement field. Previous to 1978 there had been no women in the special agent occupation. As of the end of FY-85 there were 110 women in the special agent program.

7. How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility? What programs do you have in place to insure awareness of such rules and regulations?

We provide a yearly four hour EEO training to all our supervisors and managers. All employees are given an EEO orientation when first reporting on-board and yearly are given an hour of "in-service" training in EEO. In addition, enclosure (4) is provided to each supervisor to become aware of my policy and commitment to the EEO program and what they are responsible for.

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SEX	SOCIAL SECURITY NO.	MILITARY SERVICE NO.	BIRTH	(DATE)	(GPC)	(PLACE)
NI TITLE AGENT APPLICANT PROCESSING - FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)						
Reference						
(a) 0000 Gen/02-19-81/0501655Z						
(b) 0002 Gen/01-03-80/0031910Z						
(c) Racial Ethnic and Sex Enrollment Data from Institutions of Higher Education, U.S. Dept. of Health, Education and Welfare, Fall 1976						
<p>1. Reference (a) announced that SECNAV authorized the Naval Investigative Service to immediately commence hiring to reach authorized FY 1981 control levels and that SECNAV will shortly approve an increment of 95 billets (approx 70 S/A, 25 support) in FY 1981 and an additional 95 billets (approx 70 S/A, 25 support) in 1982. This remarkable increase in Special Agent personnel dictates that NIS carefully analyze the efforts which will be needed by all NIS personnel to recruit, screen and to conduct pre-employment inquiries of potential applicants. This increased hiring posture does not suggest that NIS will lower its qualification standards for agent applicants in order to meet its hiring quota for each fiscal year. NIS has always prided itself in recruiting and employing only the most highly qualified applicants available. To ensure that NIS continues to maintain a Special Agent cadre of highly professional criminal investigators, supervisors and managers, a large pool of highly qualified applicants must be established and maintained. Only a NIS-wide active recruitment program can achieve this goal.</p> <p>2. The projected increase in recruiting and hiring also magnifies NIS' responsibility to continue to improve the representation of all minorities and females. This will require an aggressive effort by all supervisors and managers to seek out, identify and recruit qualified minority/female applicants. Reference (b) made all NIS components aware of NIS' commitment to improve the under-represented minorities and females within the Special Agent corps and great gains were made during the last year to improve this situation. In order to achieve this committed goal, each NISO will be responsible for the development of a Federal Equal Opportunity Recruitment Program (FEORP).</p> <p>3. There is no required format for a FEORP plan but the following guidance/suggestions are offered to assist in the formulation of the plan: The purpose of a FEORP plan is to identify strategies which will be used by each NISO to recruit minorities and women. For FEORP planning, minorities include the following categories: Black males, Black females, Hispanic males, Hispanic females, Oriental males, Oriental females, Native American males, Native American females, White females. The following are suggested positive outreach recruitment strategies:</p> <p>a. <u>Onsite visits.</u> Send racially and sexually mixed Special Agent recruitment teams to colleges, selected organizations and training centers with large female</p>						
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<p>and/or minority enrollments. Attachment (1) and reference (c) contain a list of colleges/universities with predominantly minority enrollment within CONUS. Reference (c) which should be available at local CCPOs contains a more detailed list of colleges with predominantly minority enrollment. Attachment (2) identifies several minority organizations. These visits should be conducted as part of an ongoing liaison program.</p> <p>b. <u>Special Emphasis Programs.</u> NISOs should liaison with the managers of the Hispanic Employment Program, the Federal Womens' Program and other appropriate minority program managers located at local CCPOs.</p> <p>c. <u>Use of Specialized Recruiting Areas.</u> NISOs should identify certain geographical areas which afford greater recruitment opportunities for certain minorities, e.g., Puerto Rico and southwest border states for recruitment of Hispanics.</p> <p>d. <u>Mailing Lists.</u> Develop mailing lists of women's and minority community and advocacy organizations, alumni associations and periodicals of predominantly female or minority educational institutions, student organizations and "Who's Who" publications concentrating on individuals from under-represented groups. Attachment (2) should assist in this strategy.</p> <p>e. <u>Skill Banks.</u> Certain professional organizations or societies maintain skill banks of their members for purposes of referral. Their services often include identification of minority status and sex of the members. See attachment (3) for a list of skill banks throughout the United States.</p> <p>f. <u>Radio and TV announcements.</u> Radio and TV stations which direct programming to minority audiences should be considered. Many stations provide free time for public service announcements for job opportunities. Specific NISHQ approval is required for the actual utilization of this strategy.</p> <p>g. <u>Paid Advertisements.</u> Paid advertisements in minority and womens' magazines, newspapers, periodicals and supplements of newspapers with large female or minority readerships has proven to be a very effective strategy. For budgetary planning, NISHQ approval is required before the actual utilization of this recruitment method. In many instances, minority newspapers, unlike major metropolitan dailies, will publish press releases announcing job opportunities. See attachment (4) for a list of minority newspapers and periodicals.</p>							
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AGENT APPLICANT PROCESSING - FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)								
<p>h. <u>Special Events.</u> NIS' participation in events such as National Black History month, Federal Womens' activities, National Hispanic Heritage Week, recruitment conferences and job fairs have proven to be excellent recruitment approaches.</p> <p>4. The FEORP plan should include specific short and long range (3 years) recruitment strategies to be utilized by the NISO. It should also include the approximate time frame each strategy will be implemented. Each NISO should identify a FEORP manager, preferably an experienced Special Agent, to implement the program.</p> <p>5. FEORP plans have been extremely successful with other federal agencies. NIS has an advantage over several other agencies because NIS has direct Hiring authority and will be filling a large number of Special Agent billets for the next two to three years. FEORP plans shall be electronically submitted to NISHQ (Code 25) NLT 1 April 1981. NIS' goal is to implement all FEORP plans by 1 May 1981. It is recognized that overseas NISOs have limited recruiting sources available to them, however, they must submit a FEORP plan identifying whatever strategies are available to their particular area of jurisdiction. Each NISO will be notified when their prospective FEORP plan is approved. Additionally, each NISO will be required to submit a status report every 60 days to include specific results of the recruitment of minorities and females. This report should include at the minimum the following:</p> <p>a. A breakdown by number and by minority group of every individual who submits a SF-171.</p> <p>b. A breakdown by name and by minority group of every applicant who completes the initial screening process and whether he/she was rejected or recommended for further screening.</p> <p>c. A breakdown by name and by minority group of every applicant who appears before a screening board and whether he/she was rejected or recommended for further screening.</p> <p>d. A breakdown by strategies the number of applicants who applied, were initially screened and appeared before a screening board. NISOs should include in these statistics minority/female applicants who were developed by "other" means i.e., referrals, liaison, walk-ins, etc., as well as a result of the specific strategies.</p> <p>6. The Career Services Department, within its role of monitoring/evaluating the FEORP plan will provide as much assistance and guidance as requested by RDOs.</p>								
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SEX	SOCIAL SECURITY NO.	MILITARY SERVICE NO.	BIRTH (DATE)	(GPC) (PLACE)

**NI TITLE**  
**AGENT APPLICANT PROCESSING - FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)**

This assistance will include participating with NISO personnel in making on-site visits, indoctrinating/training NISO personnel in minority/female recruiting and/or other assistance as requested. The Head, Agent Control Division, NISHQ will be the NIS FEORP manager for the recruitment of Special Agent personnel.

7. The requirement for FEORP planning is levied by the Office of Personnel Management (OPM) and the Equal Employment Opportunity Commission (EEOC). No quotas have been levied upon the Naval Investigative Service; however, NIS is committed to fully supporting the Department of the Navy in its EEO goals. NIS' managers and supervisors have continued to support the NIS goal of improving representation of minorities and females and have previously utilized many of the strategies identified above. The formulation of a FEORP plan by each NISO will constitute a documented and structured program.

**Attachments**

- (1) List of Minority/Female Colleges...(CONUS NISOs only)
- (2) Minority Organizations...(CONUS NISOs only)
- (3) Minority Skill Banks...(CONUS NISOs only)
- (4) Minority Newspapers/Periodicals...(CONUS NISOs only)

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GEN	PAGE 4 LAST	MAK	DEU	CONTENTS MAY BE DISCLOSED ONLY TO PERSONS WHOSE OFFICIAL DUTIES REQUIRE ACCESS HERETO. CONTENTS MAY NOT BE DISCLOSED TO THE PARTY(S) CONCERNED WITHOUT SPECIFIC AUTHORIZATION FROM THE NAVAL INVESTIGATIVE SERVICE.	

**DEPARTMENT OF THE NAVY - NAVAL INTELLIGENCE - NAVAL INVESTIGATIVE SERVICE**

//WWHQ//

NIS GENERAL ADMINISTRATION

09-15-82

2581400Z

0000

//KH-N0000/EA-NWWHQ/MI-NWWHQ//

AGENT APPLICANT PROCESSING - FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)

REFERENCES

- (A) 0000 GEN/02-06-81/0651325Z
- (B) 0025 GEN/04-15-81/1051410Z

1. REFS (A) AND (B) REQUIRE EACH NISRO TO SUBMIT A STATUS REPORT EVERY 90 DAYS TO INCLUDE SPECIFIC RESULTS OF THE RECRUITMENT OF MINORITIES AND WOMEN.
2. BEGINNING WITH THE REPORTS FOR THE PERIOD 10-1 THRU 12-31-81, PARA 5 OF REF (A) IS AMENDED TO READ:

THIS REPORT SHOULD INCLUDE AT THE MINIMUM THE FOLLOWING:

- A. A BREAKDOWN BY NUMBER BY GROUP AND SEX (INCLUDING WHITE MALES) OF EVERY INDIVIDUAL WHO SUBMITS A SF-171.
- B. A BREAKDOWN BY NUMBER BY GROUP AND SEX (INCLUDING WHITE MALES) OF EVERY APPLICANT WHO COMPLETES THE INITIAL SCREENING PROCESS AND THE NUMBER BY GROUP AND SEX WHO WERE REJECTED OR RECOMMENDED FOR FURTHER SCREENING.
- C. A BREAKDOWN BY NUMBER BY GROUP AND SEX (INCLUDING WHITE MALES) OF EVERY APPLICANT WHO APPEARS BEFORE A SCREENING BOARD AND THE NUMBER BY GROUP AND SEX WHO WERE REJECTED OR RECOMMENDED FOR FURTHER SCREENING.
- D. THE SPECIFIC FEORP STRATEGIES UTILIZED DURING THE REPORTING PERIOD.

3. A SAMPLE FEORP REPORT IS ATTACHED TO THIS MESSAGE.
4. BEGINNING 10-1-82, ALL APPLICANTS WILL BE REQUESTED TO COMPLETE THE ATTACHED OPM FORM 1386. THE COMPLETED FORMS WILL BE SENT MONTHLY TO THE CAREER SERVICES DEPARTMENT. AN INITIAL SUPPLY OF FORMS IS BEING SENT WITH THIS MESSAGE. ADDITIONAL FORMS MAY BE PHOTOCOPIED OR OBTAINED THROUGH THE DEEO OFFICER OR A LOCAL CPO.
5. FOR THE PERIOD 10-1 THRU 12-31-82, A COPY OF ALL LETTERS REJECTING APPLICANTS WILL BE SENT MONTHLY TO THE DEEO OFFICER. THE COPY MUST BE ANNOTATED AS TO THE APPLICANT'S GROUP, SEX, AND REASON FOR%

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NIS GENERAL ADMINISTRATION

09-15-82

2581400Z

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EXPIRATION DATE

MAINTENANCE

REMARKS

REF: SOCIAL SEC NO

AGENT APPLICANT PROCESSING - FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)

REJECTION. FOR EXAMPLE: NOT SELECTED BECAUSE APPLICANT FAILED TO MEET MINIMUM QUALIFICATIONS (EDUCATION, AGE, PHYSICAL, ETC.); NOT SELECTED BECAUSE OF PREVIOUS RECORD OF CONVICTIONS OR NOT SELECTED BECAUSE APPLICANT, ALTHOUGH MINIMALLY QUALIFIED, WAS NOT CONSIDERED COMPETITIVE BASED ON A COMPARATIVE ANALYSIS WITH ALL OTHER APPLICANTS IN THE REGION.

ATTACHMENT

- (1) SAMPLE FEORP REPORT....(COPY/ALL)
- (2) OPM FORM 1386....(COPY/ALL)%

*P/82*  
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SAMPLE FEORP REPORT

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DISTRIBUTION CONT.		COPY CONT.	
MADE AT		MADE BY	
REQUESTER		SUPPLEMENTAL DATA	
SEX	SOCIAL SEC. NO.	MIL SERVICE NO.	BIRTH DATE
			GPC
			PLACE

QUARTERLY FEORP REPORT

REFERENCES

- (A) 0000 GEN/03-06-81/0651325Z
- (B) 0000 GEN/09-15-82/2581400Z

1. IN ACCORDANCE WITH REFS (A) AND (B), THE FOLLOWING IS SUBMITTED FOR THE QUARTER OCT-DEC 82:

A. NUMBER OF SF-171'S RECEIVED:

WM - 10	WF - 3	BM - 4	HM - 1
AF - 1	IM - 2		

TOTAL = 21

B. NUMBER AND GROUP BY SEX PRESCREENED:

	RECOMMENDED	REJECTED
WM - 10	7	3
WF - 3	2	1
BM - 4		
HM - 1		1
AF - 1	1	
IM - 2	2	

TOTAL - 21                      16                      5

C. NUMBER AND GROUP BY SEX RECEIVING SCREENING BOARD:

	RECOMMENDED	REJECTED
WM - 5	4	1
WF - 2	2	
BM - 3	1	2
BF - 1	1	

TOTAL - 11                      8                      3

D. THE FOLLOWING FEORP STRATEGIES WERE UTILIZED DURING THIS QUARTER:

1. ON-SITE VISITS: A RECRUITING TEAM PARTICIPATED IN CAREER DAY PROGRAMS AT BOWIE STATE COLLEGE AND MORGAN STATE COLLEGE. VISITS WERE ALSO MADE TO HOWARD UNIVERSITY AND THE UNIVERSITY OF D.C. PLACEMENT OFFICES.%%

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 AUTHORIZATION OF THE COMMANDING OFFICER.

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SEX	SOCIAL SEC. NO.	MIL SERVICE NO.	BIRTH DATE	GPC
				PLACE

TITLE → QUARTERLY FEORP REPORT

2. MAILING LISTS: LETTERS AND BROCHURES WERE SENT TO 10 MINORITY, WOMEN, COMMUNITY AND SERVICE ORGANIZATIONS IN THE AREA. THE LETTERS REQUESTED ASSISTANCE IN IDENTIFYING AND REFERRING QUALIFIED PROSPECTIVE APPLICANTS. AN OFFER WAS EXTENDED FOR A GUEST SPEAKER TO APPEAR BEFORE EACH GROUP AND TALK ON THE MISSION AND CAREER OPPORTUNITIES WITHIN NIS.
3. CONFERENCES: ATTENDED THE ANNUAL CONFERENCE OF THE NATIONAL ORGANIZATION OF BLACK LAW ENFORCEMENT EXECUTIVES TO IDENTIFY AND RECRUIT MINORITY APPLICANTS.%%

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United States  
OFFICE OF PERSONNEL MANAGEMENT

Form Approved  
OMB No. 50-RO-616

## BACKGROUND SURVEY QUESTIONNAIRE 79-2

### GENERAL INSTRUCTIONS

The information from this survey is used to help insure that agency personnel practices meet the requirements of Federal law. Your responses are voluntary. Please answer each of the questions to the best of your ability. Please print entries in pencil or pen. Use only capital letters. Read each item thoroughly before completing the appropriate code number in each box.

Name (Last, First, MI)

Position for which you are applying

Date (Month, Day, Year)

### PRIVACY ACT INFORMATION

**GENERAL**

This information is provided pursuant to Public Law 93-579 (Privacy Act of 1974), December 31, 1974, for individuals completing Federal records and forms that solicit personal information

**AUTHORITY**

Sections 1302, 3301, 3304, and 7201 of Title 5 of the U.S. Code  
**PURPOSE AND ROUTINE USES**

The information from this survey is used for research and for a Federal equal opportunity recruitment program to help insure that agency personnel practices meet the requirements of Federal law. Address questions concerning this form and its uses to the Director, PRODC, Office of Personnel Management, Washington, D. C. 20415

**EFFECTS OF NONDISCLOSURE**

Providing this information is voluntary. No individual personnel selections are made based on this information.

**INFORMATION REGARDING DISCLOSURE OF YOUR SOCIAL SECURITY NUMBER UNDER PUBLIC LAW 93-579, SECTION 7 (b)**

Solicitation of the Social Security Number (SSN) by the Office of Personnel Management is authorized under provisions of Executive Order 9397, dated November 22, 1943. It is used to relate this form with other records that you file with Federal agencies and the Office of Personnel Management

1. Social Security Number						2. Year of Birth			3. Do you have any Physical Disability?	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
(CC 1-9)						(CC 10-11)			(CC 12)	
									1 - Yes	
									2 - No	

4. How did you learn about the particular position or exam for which you are applying? (You may select up to three choices.)

- |  |  |
|--|--|
| 01 — Private Information Service                                   | 10 — Agency or other Federal Government Recruitment at School or College |
| 02 — Magazine  | 11 — Federal, State or Local Job Information Center                      |
| 03 — Newspaper   | 12 — Religious organization  |
| 04 — Radio   | 13 — School or College Counselor or other official                       |
| 05 — TV  | 14 — Friend or Relative Working for Agency                               |
| 06 — Poster  | 15 — Friend or Relative not Working for Agency                           |
| 07 — Private Employment Office                                     | 16 — Other (Specify) _____   |
| 08 — State Employment Office (Unemployment Office)                 |  |
| 09 — Agency Personnel Dept. (Bulletin Board or Other Announcement) |  |

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
(CC 13-14)		(CC 15-16)	
(CC 17-18)			

5. Please categorize yourself in terms of the race, sex, and ethnic categories below. First read definitions of subcategories.

**DEFINITIONS**

The racial and ethnic categories for Federal statistics and administrative reporting are defined as follows:

**ETHNICITY:**

**Hispanic.** A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**RACE:**

**American Indian or Alaskan Native.** A person having origins in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition

**Asian or Pacific Islander.** A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.

**Black.** A person having origins in any of the black racial groups of Africa.

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

<b>A. Race</b>					<b>B. Sex</b>		<b>C. Ethnicity</b>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
(CC 19)					(CC 20)		(CC 21)	
1—American Indian or Alaskan native 2—Asian or Pacific Islander 3—Black 4—White 5—Other (Specify)					1 - Male 2 - Female		1 - Hispanic Origin 2 - Not of Hispanic Origin	

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Date Received (Mo. Day, Yr)

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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(CC 22-27)

Occupational Supplement Code

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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(CC 28-31)

Occupation Series Code

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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(CC 32-36)

Agency Code

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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(CC 37-40)

Location

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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(CC 41-44)

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## CHAPTER 16

## NIS EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

## 1601. GENERAL

1. *Purpose.* This chapter affirms the commitment of the Director, Naval Investigative Service to the principles of equal employment opportunity (EEO), and establishes policy and assigns responsibility for the EEO program in the Naval Investigative Service.

2. *Scope.* This chapter applies to all civilian personnel and military supervisors of civilian personnel in the Naval Investigative Service.

3. *Discussion.* The policy of the federal government and the Department of the Navy provides that there will be no discrimination against any civilian employee or applicant for employment who is otherwise eligible and qualified on the basis of race, sex, age, color, national origin, religion, physical or mental handicap in any facet of civilian personnel management. OPNAVINSTS 12720.2 and 12720.4, SECNAVINST 5300.26, Civilian Manpower Manual Instruction (CMMI) 713, and Civilian Personnel Office Instruction (CPI) 713-A outline the requirements for and provide for the implementation of EEO programs in the Department of the Navy.

4. *Cancellation.* NISINST 12713.1C of August 1977 is canceled.

5. *Policy.*

a. Consistent with applicable laws, Executive Orders, and regulations, employment practices and personnel management decisions will be based solely on the qualifications and merit of employees and applicants for employment. There shall be no discrimination against any employee or applicant because of race, color, sex, religion, national origin, age, or non-disqualifying physical or mental handicap in selections for hiring, promotion, career development, training opportunities, or other aspects of employment.

b. Affirmative action efforts will be directed toward eliminating the underrepresentation of women, minorities, and, where appropriate, handicapped individuals in the NIS workforce.

c. All managers and supervisors will be held accountable for meeting established EEO goals and objectives; their performance in this area will be included in the applicable performance appraisal system.

d. Harassment based on sex, race, color, religion, national origin, age or handicap is unacceptable behavior in the workplace and shall not be condoned.

e. Any employee or qualified and eligible applicant for employment who believes he or she has been discriminated against because of race, color, religion, sex, national origin, age, handicap, or reprisal for having filed or participated in a previous complaint of discrimination may file a complaint.

6. *Responsibilities.* Managers and supervisors, both military and civilian, at all levels are responsible for exercising personal leadership in executing the NIS EEO policy and achieving its objectives.

7. *Action.* A listing of "EEO Designations", which will be periodically transmitted from NISHQ will be posted on bulletin boards at NISHQ and in each NISRO and NISRA or otherwise publicized to all employees, including new employees when hired. Commanding Officers, Regional Directors for Operations, Heads of Departments, and other supervisors and managers will be guided by this chapter in the performance of their respective EEO duties.

## 1602. DELINEATION OF EEO PROGRAM RESPONSIBILITY AND STRUCTURE

1. *Responsibilities of Program Officials*

a. *Equal Employment Opportunity Officer (EEOO)* is the Director, Naval Investigative Service who is personally accountable for program results. The principal role of the EEO Officer is to facilitate compliance with federal EEO laws, regulations and programs.

b. *NIS Deputy EEO Officer (DEEOO)* is the EEO program manager and advisor to the Director and all levels of management on all EEO matters. The principal role of the DEEOO is to provide direction and policy guidance for EEO program development, implementation, and evaluation; effective management of the complaint processing system; and resolution of discrimination complaints.

c. *Commanding Officers, NISRO* are personally responsible for promoting and executing Department of the Navy and NIS EEO policies. This includes appointing and training EEO Counselors and such other EEO program personnel as necessary under paragraph 1602.2.a.

d. *Assistant Director, Career Services (0025)* in conjunction with his/her responsibilities for the recruitment, selection, training and promotion of agents is responsible for assisting in the development of an aggressive affirmative action and Federal Equal Opportunity Recruitment Program (FEORP) plan for NIS special agents.

e. *Heads of Departments, Regional Directors for Operations, and Supervisors and Managers* will support the principles of equal employment opportunity as an inherent part of their assigned responsibilities. They are responsible for the execution of the NIS affirmative action and FEORP plans for special agents, and the establishment of local affirmative action and FEORP activities for the recruitment, selection, promotion and training of other civilian employees in accordance with the NIS affirmative action and FEORP plan.

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f. *Equal Employment Opportunity Counselors* are responsible for establishing and maintaining an open and sympathetic channel through which employees and applicants for employment may (confidentially, if they so desire) raise questions, discuss grievances, get answers and, on an informal basis, obtain resolution of problems connected with equal employment opportunity.

g. *EEO Program/Special Emphasis Program Assistants* are positions filled on a collateral duty basis. Incumbents act as the primary source of advice for the DEEOO and/or Commanding Officers for such EEO programs as the Federal Women's Program, Hispanic Employment Program, Upward Mobility Program, and Handicapped Program. They may act as representatives to host activity Equal Employment Opportunity/Human Relations Councils, EEO Advisory Committees, or other such committees or task groups sponsored by the Department of the Navy or Office of Personnel Management, or maintain liaison with other organizations whose activities are concerned with the recruitment, morale, employment or advancement of women, minorities, and the handicapped.

## 2. Program Structure

### a. Staff Requirements

(1) *Headquarters.* The Director will appoint a full-time DEEOO and two collateral duty EEO Counselors. The Director may also appoint on a collateral duty basis special agent(s) to act as a representative(s) to Navy and OPM committees and task forces concerned with the recruitment and advancement of women and minorities and to maintain liaison with outside special interest women and minority organizations in the fields of law enforcement and criminal justice.

(2) *Regional Offices.* The Commanding Officer will appoint an EEO Counselor who on a collateral duty basis will provide counseling services for the entire region, and may designate such other EEO Program/Special Emphasis Program Assistants in the regional office or resident agencies as necessary. Such designations must be in writing and the duties appended to the incumbent's position description (see paragraph 1604 for a sample EEO Counselor collateral duty position description). Copies of the designation must be furnished to the NIS DEEOO.

b. *Training of EEO Officials/Personnel.* In order to accomplish EEO program objectives, EEO personnel need to possess both basic personnel and EEO program administration skills and knowledge. Participation in conferences and seminars on EEO-related subjects sponsored by the Office of Personnel Management, Department of the Navy, other government agencies, and women, minority and handicapped organizations will be encouraged and supported as training experiences. EEO Counselors and other collateral duty EEO personnel will be provided training in basic EEO and personnel policies and administration as soon as possible after appointment. EEO Counselors will attend a basic course in EEO counseling as soon

as possible but not later than 6 months after their appointment. Counselors *may not* provide counseling services prior to receiving basic EEO Counselor training. EEO Counselors will attend advanced counseling and refresher counseling courses as deemed appropriate by the EEOO and/or DEEOO.

c. *Training of Supervisors and Managers.* In accordance with CMMI 713.2, supervisors and managers are required to take a minimum of 4 hours of EEO training each year. This training may be accomplished through participation in conferences and seminars on EEO-related subjects sponsored by the Office of Personnel Management, Department of the Navy, other government agencies, or women, minority, and handicapped organizations including programs in connection with such events as Black History Month, National Women's History Week, Hispanic Heritage Week, etc.



*Air Force*

**BACKGROUND PAPER**

**ON**

**AFOSI MINORITY RECRUITMENT HIRING AND PROMOTION POLICIES**

The following information is provided in response to questions from DOD for use in reply to the House Permanent Select Committee on Intelligence Classified Annex. Copies of the questions are attached.

**REPLY #1.** AFOSI military and civilian hiring and promotion policies are IAW the Air Force Equal Employment Opportunity Program. Personnel apply for AFOSI investigative duty utilizing the same criteria regardless of sex, religion, race or ethnic grouping. Affirmative employment goals for civilian criminal investigators have been established through the Air Force Safety, Security and Special Investigations Career Program. Recruitment, hiring and promotion of support employees is handled through the servicing Civilian Personnel Office at each Air Force Base.

**REPLY #2.** AFOSI has specifically targeted minority recruiting in the 1986 Command Objectives with an initial goal of at least 10 percent of military agent applicants to be minorities. Our overall objective is to make the agent force comparable to the Air Force population. We formed a HQ AFOSI Minority Recruiting Group to develop ideas and procedures to correct minority imbalances. The primary reason is one of equity, but operational considerations also dictate that AFOSI closely reflect the Air Force population. A Language Improvement Program was initiated to afford otherwise qualified minorities the opportunity to improve English language skills in special training, since language skills are a major disqualifying factor. Military personnel are considered for promotion along with their Air Force peers and, therefore, come under AF promotion policies which are closely monitored to ensure they are race neutral. AFOSI insures all military personnel including minorities progress through competitive jobs, with equal opportunities for Professional Military Education and indorsement levels on efficiency reports. Civilians are provided the same opportunities for job advancement under the policies of the Office of Personnel Management and AF Regulation. The AFOSI Civilian Affirmative Action Plan provides specific minority recruiting objectives to encourage selection of minorities by hiring supervisors.

**REPLY #3.** AFOSI has used an upward mobility program for several civilian positions at the Headquarters. Budget analyst, management analyst and information release specialist positions have been filled by females through upward mobility.

**REPLY #4.** Specific programs that will enhance employment opportunities of minorities are the targeted recruitment objectives, the Language Improvement Program, and the Minority Recruiting Group discussed under Question 2.

REPLY #5. Historical data of specific breakout of employees by grade level and minority is not available to this Headquarters because we are geographically dispersed around the world and received personnel support by more than 20 Personnel offices. Quarterly manning reports are prepared which reflect AFOSI agent statistics compared to AF-wide statistics. These statistics are affected by retirement, separation, assignment out of AFOSI and, therefore, do not represent hiring statistics.

REPLY #6. No historical data is available to this Headquarters.

REPLY #7. Air Force Military Effectiveness Reports specifically require comment on human relations, i.e., equal opportunity, participation, sensitivity. Comments on how well personnel support these programs will affect their own promotion potential. Specific AF policy also requires training in this area. Additionally, all personnel are encouraged to attend optional Human Relations and Communication Seminars. Professional Military Education programs include well-developed material and exercises in their curriculum including in-resident and correspondence programs. Managers are informed of affirmative employment goals when making selections for civilian positions and the commander is briefed periodically on results of hiring activities on these goals.

Capt Hooghkirk/DPE/74819/dvj/7 Nov 85

5 September 1985

Questions

1. Would you describe your recruitment hiring and promotion policies regarding minorities? Please provide a copy of any plans, directives, regulations or manuals which define or delineate these policies.
2. What affirmative actions have you taken and are you taking to insure that minorities are afforded equal opportunity in hiring and promotion?
3. Do you have an upward mobility program and how effective has it been in upgrading minorities? Could you cite any specific examples?
4. Have you studied or proposed any specific programs which might enhance the employment or advancement opportunities of minorities? If so, provide a description of the program(s) and what action would be required to implement the proposal.
5. Would you provide a breakout of employees by grade level and minority group? (Include blacks, hispanics, and other minorities on one list and women on a second list). Provide the same breakdown for employees hired in the last year.

end 3

6. How have the total number and distribution of minority employees changed over the last 10 years?
  
7. How do you insure that managers adhere to the rules and regulations regarding equal opportunity and upward mobility? What programs do you have in place to insure awareness of such rules and regulations?,

~~SECRET~~STATISTICAL DATA ON  
EQUAL EMPLOYMENT OPPORTUNITY  
POSTURE (U)(U) METHODOLOGY

(S) Because the Air Force Office of Special Investigations (AFOSI) has no mechanism with which to obtain demographic statistics on the FCI funded segment of the command population, we are unable to respond precisely as requested. However, in order to comply with the spirit of the request, we have, through manual methods, collected the requisite data on a representative sample of our FCI Program for comparison with similar statistics about AFOSI on a command-wide basis. The sample we selected is comprised of all assigned personnel, both military and civilian, dedicated to the AFOSI counterespionage operations function. This sample currently consists of 91 individuals or 21% of the command's total of 443 FCI authorizations as of the end of FY 85. The tables below present the data on this sample of our FCI funded population.

AFOSI FCI PROGRAM SAMPLE  
MINORITIES BY SEX BY YEAR

	<u>FY 83</u>		<u>FY 84</u>		<u>FY 85</u>	
	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>
Blacks	0	7	0	7	0	4
Hispanics	0	1	0	1	0	3
Asians	0	0	0	0	0	1
Am Indians	0	0	0	0	0	0
Other Minorities	0	0	0	0	0	0
Total Minorities	0	8	0	8	0	8
Non Minorities	4	81	3	83	3	80
Total Program	4	89	3	91	3	88

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CENTRAL INTELLIGENCE  
MEMO, 22 DEC 81  
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## AFOSI FCI PROGRAM SAMPLE MINORITIES BY SEX BY GRADE: FY 85

	<u>GS-1 to GS-8</u> <u>E-1 to E-6</u>		<u>GS-9 to GS-12</u> <u>O-1 to O-3</u> <u>W-1 to W-4</u> <u>E-7 to E-9</u>		<u>GM-13 to GM-15</u> <u>O-4 to O-6</u>	
	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>
Blacks	2	0	1	0	1	0
Hispanics	1	0	2	0	0	0
Asians	0	0	1	0	0	0
Am Indians	0	0	0	0	0	0
Other Minorities	0	0	0	0	0	0
Total Minorities	3	0	4	0	1	0
Non Minorities	27	1	44	2	9	0
Total Program	30	1	48	2	10	0

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## (U) ABOUT THE COMMAND DATA

(U) Neither this command nor the Air Force maintains historical personnel records by which minority members of the AFOSI population can be identified. Consequently, the command data presented in the following tables is limited to the present, as of 4 Nov 85. The tables include data on both military and civilian AFOSI members but a complete accounting of only our military personnel could be obtained. The data on AFOSI civilians included in the tables is limited to 144 personnel who serve as AFOSI Special Agents (AFSC: 1811-Criminal Investigator). Another 362 civilian members, all those who are not AFOSI Special Agents, are not accounted for. No minority statistics are available for this group which is not centrally managed by HQ AFOSI. Each of these 362 civilian members of the command is serviced by one of the numerous ConUS or overseas civilian personnel offices responsible for the individual's employment location.

### AFOSI COMMAND-WIDE MINORITIES BY SEX BY YEAR

	<u>FY 83</u>		<u>FY 84</u>		<u>FY 85</u>	
	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>
Blacks	N O T	A V A	I - L A B L E		55	172
Hispanics	"	"	"	"	6	55
Asians	"	"	"	"	2	26
Am Indians	"	"	"	"	7	24
Other Minorities	"	"	"	"	16	206
Total Minorities	"	"	"	"	86	483
Non Minorities	"	"	"	"	176	1443
Total Program	"	"	"	"	262	1926

# SECRET



**SECRET****AFOSI COMMAND-WIDE**  
**MINORITIES BY SEX BY GRADE: FY 85**

	<u>GS-1 to GS-8</u>		<u>GS-9 to GS-12</u>		<u>GM-13 to GM-15</u>	
	<u>E-1 to E-6</u>		<u>O-1 to O-3</u> <u>W-1 to W-4</u> <u>E-7 to E-9</u>		<u>O4 to O-6</u>	
	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>
Blacks	115	40	50	15	7	0
Hispanics	30	5	22	1	3	0
Asians	12	1	11	1	3	0
Am Indians	15	6	9	1	0	0
Other Minorities	82	3	84	11	40	2
Total Minorities	254	55	176	29	53	2
Non Minorities	669	113	577	60	197	3
Total Program	923	168	753	89	250	5

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(U) Two important facts must be kept in mind before the tables presenting AFOSI command-wide data are compared with those on the AFOSI FCI Program sample.

a. (U) First, the Air Force procedures for compiling statistical information about minority membership differs from the method we used to obtain statistical information about the sample of our FCI population.

(1) (U) The Air Force considers the categories Black and Caucasian to be races but the categories Hispanic, Asian, American Indians and Other Minorities to be ethnic groups. Therefore, Air Force members can claim to be both a Caucasian and a member of the American Indian ethnic group. Similarly, an individual can espouse to be a Black Hispanic. Consequently, figures in the AFOSI command-wide data tables include some double tallies for several individuals and, as a result, the minority components reflected in the tables are somewhat inflated.

(2) (U) When we collected data about minorities within the AFOSI FCI Program sample, we considered each category, i.e., Blacks, Hispanics, Asians, American Indians and Other Minorities, as an exclusive group. Therefore, each member of the sample group could only claim membership in one minority group or declare him or herself as a Non Minority member. This method yielded lower minority figures than would be obtained using the Air Force definitions.

b. (U) Second, there are no civilian AFOSI agents in the GS-1 to GS-8 range currently assigned. Since only data on civilian AFOSI agents is included in the AFOSI command-wide tables, the figures presented in the GS-1 to GS-8, E-1 to E-6 section of AFOSI Command-Wide Minorities by Sex by Grade: FY 85 table pertain exclusively to AFOSI military members. Had we the means to obtain data on the command's 362 non-agent members, a group which includes a significant number of clerical workers in the GS-3 to GS-6 grade range, this would obviously not be the case. What's more, our inability to include data on these 362 employees results in the scatter of grade distribution within the command being unavoidably skewed toward the middle and upper pay categories.