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**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**  
**ARLINGTON HALL STATION**  
**ARLINGTON, VIRGINIA 22212**

REPLY TO  
ATTENTION OF

IAPER-CP

1 June 1988

SUBJECT: Creating a More Diverse Work Force

We believe a review of the affirmative action plans for Department of the Army and the gains made in the employment as well as advancement of minorities and women in the DOD intelligence organizations will reflect the positive efforts and accomplishments made in EEO.

Within DOD and the respective service components there is no centralized intelligence organization or work force. The resources engaged in intelligence work in DOD are in decentralized organizations located throughout the world. The data presented herein from the Navy and Army reflect only one of the organizations in Army and Navy where some of the requested information could be captured. It presents an example of trends that we believe are reflected throughout the DOD intelligence organizations. These stats could be cited as an example of specific organizations beneath the service HQ level.

ALTON C. RESSLER  
Assistant DCSPER

Declassified and Approved For Release 2012/10/18 : CIA-RDP90-00530R000601400001-5

GRADE RANGE	YEAR	TOTAL %	MEN %	WOMEN %	WHITE %	BLACK %	HISPANIC %	ASIAN/PACIFIC ISLANDER %	AMERICAN INDIAN/ALAS. NAT %
GS 1-4	1982	185 100%	31 18.9	154 86.0	126 70.4	49 27.4	4 5.9	4 2.1	2 1.1
	1987	179 100	45 25.1	134 74.8	110 61.5	64 35.7	4 2.2	1 .6	
GS 5-8	1982	414 100	86 20.8	328 79.2	314 75.8	76 18.4	10 2.4	14 3.4	
	1987	485 100	100 20.6	385 79.4	350 72.16	106 21.8	7 1.4	20 4.1	
GS 9-12	1982	640 100	513 80.1	131 20.5	546 84.8	34 5.3	12 1.8	51 8.0	1
	1987	714 100	514 72.0	200 28.0	591 82.7	61 8.5	20 2.8	41 5.7	1 .1
GS/GM 13-15	1982	213 100	215 97.6	5 2.3	206 94.3	3 1.4	2 .9	3 3.3	5 .5
	1987	264 100	243 92.0	21 7.9	239 90.5	7 2.6	6 2.2	11 4.2	1 .4
GS/GM 16-18 INCL. SES	1982	1 100	1 100		1 100				
	1987	1 100	1 100		1 100				
OTHER WHITE COLLAR	1982								
	1987								
TOTAL WHITE COLLAR	1982	1470-1 100%	846 54.7	618 42.5	1193 81.5	162 11.1	35 2.4	76 5.2	4 .3
	1987	1641-1 100%	902 54.9	740 45.0	1291 78.2	238 14.5	37 2.3	73 4.4	2 .1

Declassified and Approved For Release 2012/10/18 : CIA-RDP90-00530R000601400001-5

YEAR	TOTAL ALL NUMBER	TOTAL FEMALE NUMBER %	WHITE		BLACK		HISPANIC		PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
			FEMALE NUMBER %	MALE NUMBER %	FEMALE NUMBER %	MALE NUMBER %	MALE NUMBER %	FEMALE NUMBER %	MALE NUMBER %	FEMALE NUMBER %	MALE NUMBER %	FEMALE NUMBER %
<b>PROFESSIONAL</b>												
1982:	68	17	15	4	2	1						
↓	100	25	22	6	3	2						
1987:	71	28	16	4	3	1						
↓	100	38	23	6	3	1						
<b>ADMINISTRATIVE</b>												
1982:	821	155	133	15	17	14						
↓	100	19	16	2	2	2						
1987:	956	236	192	32	34	20						
↓	100	25	20	3	3	2						
<b>TECHNICAL</b>												
1982:	85	32	24	7	6							
↓	100	38	28	8	7							
1987:	134	85	54	17	23	2						
↓	100	63	44	13	17	1						
<b>CLERICAL</b>												
1982:	487	432	322	16	86	2						
↓	100	87	66	3	18	0						
1987:	458	393	294	30	84	0						
↓	100	86	64	6	18	0						
<b>OTHER</b>												
1982:	10	1	1									
↓	100	10	10									
1987:	23	3	4	10	2							
↓	100	13	4	43	9							
<b>TOTAL WHITE COLLAR</b>												
1982:	1471	637	495	16	111	17						
↓	100%	43.3	33.6	2.9	7.5	1.6						
1987:	1642	737	562	93	143	24						
↓	100%	44.9	34.2	5.7	8.7	1.5						
<b>TOTAL BLUE COLLAR</b>												
1982:	84	30	13	19	13	1						
↓	100	35.7	15.5	22.6	15.5	1.2						
1987:	87	35	6	19	17	2						
↓	100	40.2	6.9	21.8	19.5	2.3						
1982:	1555	667	508	61	124	18						
↓	100%	43.0	32.7	3.9	7.9	1.1						
1987:	1729	772	568	112	160	26						
↓	100%	44.6	32.8	6.5	9.2	1.5						

**FEDERAL AFFIRMATIVE  
EMPLOYMENT PROGRAM  
MULTI - YEAR  
PLAN**

**FY 1988 - FY 1992**



**U.S.A. INTELLIGENCE AND SECURITY COMMAND**

**ARLINGTON HALL STATION  
ARLINGTON, VA 22212 - 5000**

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN**

- \* POLICY STATEMENT
- \* DELEGATION OF AUTHORITY
- \* ORGANIZATIONAL CHART
- \* CERTIFICATION OF QUALIFICATIONS
- \* PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT
- \* STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM
- \* PROGRAM ANALYSIS
- \* PROBLEM/BARRIER IDENTIFICATION
- \* REPORT OF OBJECTIVES AND ACTION ITEMS

**US ARMY INTELLIGENCE AND SECURITY COMMAND**

NAME OF ORGANIZATION

ARLINGTON HALL STATION, ARLINGTON, VIRGINIA 22212-5000  
ADDRESS OF ORGANIZATION

ORGANIZATIONAL LEVEL: AGENCY \_\_\_\_\_ MOC \_\_\_\_\_ REGION \_\_\_\_\_  
COMMAND XX INSTALLATION \_\_\_\_\_ HEADQUARTERS \_\_\_\_\_

NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL 1802  
PROFESSIONAL 69 ADMINISTRATIVE 1029 TECHNICAL 141  
CLERICAL 453 OTHER 24 BLUE COLLAR 86

MAE M. WATSON, (202) 692-6336  
NAME OF CONTACT PERSON/PERSON PREPARING FORM TELEPHONE NO.

BRADY C. JONES, EQUAL EMPLOYMENT OPPORTUNITY OFFICER  
NAME AND TITLE OF PRINCIPAL EEO OFFICIAL

*Brady C. Jones* MAR 30 1988  
SIGNATURE OF PRINCIPAL EEO OFFICIAL DATE  
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714.

HARRY E. SOYSTER, MAJOR GENERAL, USA, COMMANDING  
NAME AND TITLE OF HEAD OF ORGANIZATION

*Harry E. Soyster* 06 APR 1988  
SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL  
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714.

## TABLE OF CONTENTS

Introduction	ii
Policy Statement	iii
Delegation of Authority	1 - 5
Organizational Chart	6 - 7
Certification of Qualifications	8
Policy Letter - Prevention of Sexual Harassment	9
Plan for Prevention of Sexual Harassment	10 - 12
Statement of Monitoring and Evaluation	13
<b>Development of Plan</b>	
Program Analysis, Barrier Identification and Report of Objectives and Action Items for each Program Element	
I. Organization and Resources	14 - 18
II. Work Force	19 - 25
III. Discrimination Complaints	26
IV. Recruitment and Hiring	27 - 30
V. Employee Development	31 - 34
VI. Promotions	35 - 38
VII. Separations and Reassignments	39 - 42
VIII. Program Evaluation	43 - 46
<b>APPENDIX</b>	
List of Definitions	A1
CLF vs INSCOM Work Force	A2
Professional Work Force Profile	A3
Administrative Work Force Profile	A4
BCOE Placements Profile	A5

## INTRODUCTION

It is the policy of the United States Army Intelligence and Security Command to take affirmative action to overcome the affects of past and present discriminatory practices, policies, or other barriers to equal employment opportunity. The affirmative actions contain in this plan are designed to achieve a work force representative of the appropriate civilian labor force. USAINSCOM is committed to achievement of affirmative employment for all. Therefore, commanders, managers, and supervisors at all levels assure the implementation of the policies, goals and objectives contained herein.



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**

**UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
ARLINGTON HALL STATION  
ARLINGTON, VIRGINIA 22212**

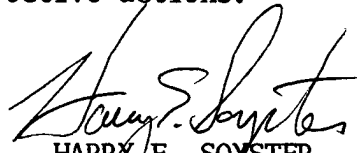
06 APR 1988

IAPER-EE

MEMORANDUM FOR: ALL MEMBERS OF THE USA INTELLIGENCE AND SECURITY COMMAND

SUBJECT: INSCOM Letter 88-2, Commander's Policy Statement on Equal Employment Opportunity

1. The USA Intelligence and Security Command (USAINSCOM) is fully committed to equal employment opportunity and the implementation of a strong affirmative employment program without regard to race, sex, religion, color, national origin, age, handicap, and provides for an environment free of sexual harassment. It is the policy of this command to provide equal opportunity in employment for all employees and applicants and to prohibit discrimination in all aspects of personnel policies, program practices and working conditions.
2. As evidence of my commitment to affirmative employment, I have made equal employment opportunity a critical element in our managerial performance appraisal system which requires each manager and supervisor to dedicate themselves to the policy of meeting delegated responsibility in a manner that yields results. If all levels of supervision undertake the responsibility of affirmative employment with the same leadership and commitment as other organizational responsibilities, the result will be a system of equal opportunity as required by law.
3. I expect full cooperation from each manager and supervisor in meeting the objectives of USAINSCOM EEO program. Periodic evaluations will be made to measure program accomplishments, and where imbalances or lack of progress are evident, you will be advised of corrective actions.

  
HARRY E. SOYSTER  
Major General, USA  
Commanding



**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**D E L E G A T I O N   O F   A U T H O R I T Y**

**(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)**

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1. The Commanding General has ultimate responsibility for all equal employment opportunity programs within USA Intelligence and Security Command. The Commanding General is responsible for the following:

a. Ensuring compliance with affirmative employment program instructions issued by the Equal Employment Opportunity Commission and Department of the Army.

b. Establishing command objectives; consolidating and submitting multi-year affirmative employment program plans; providing current guidance for the development of program plans to subordinate activities; developing a system for evaluation of program effectiveness, and preparing annual accomplishment reports and updates.

c. Ensuring that all managers and supervisors are held accountable for the achievement of affirmative employment objectives and the fulfillment of equal employment opportunity requirements .

d. Providing for sufficient staff and resources to implement a positive program that assures equal employment opportunity for all employees and applicants.

2. The Command EEO Officer is the principal Staff Advisor on equal employment opportunity (EEO) matters, and is responsible for:

a. Managing the Command EEO Program.

b. Directing development of the command's multi-year affirmative employment plan, annual accomplishment reports, and affirmative employment program guidance, policies, standards and procedures.

c. Ensuring adherence to equal employment opportunity and affirmative employment program reporting instructions pursuant to current EEOC directives and DA guidance.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**D E L E G A T I O N   O F   A U T H O R I T Y**

**(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)**

---

d. Ensuring continuous monitoring and evaluation of equal employment opportunity and affirmative employment programs throughout the command to assure implementation of program objectives.

e. Ensuring that all persons with equal employment opportunity and affirmative employment program responsibilities are knowledgeable and adequately trained.

f. Ensuring that equal employment opportunity objectives are designed to remedy identified problem areas.

g. Ensuring that EEO achievements are reflected by a separate factor in merit pay and performance evaluations of all managers and supervisors.

h. Directing the special emphasis programs (FWP/HEP/BEP) for women, Hispanic, and Black employees.

i. Providing leadership, guidance, and program oversight for all subordinate and serviced commands/activities.

j. Ensuring that host/tenant service agreements are current and provide appropriate EEO assistance and consultation for INSCOM employees.

k. Compiling, and evaluating data and preparing reports for internal and external requirements, including EEOC, DA, and other Federal agencies.

3. Subordinate Commanders are responsible for executing EEO policy and monitoring the effectiveness of EEO Programs within their command or activity.

4. Subordinate command/activity EEO Officers are responsible for the following:

a. Administering the EEO Programs, including directing the Federal Women's Program (FWP), Hispanic Employment Program (HEP) and Black Employment Program (BEP).

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**  
**DELEGATION OF AUTHORITY**  
**(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)**

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- b. Providing staff leadership in developing and implementing an Affirmative Employment Program (AEP) Plan that addresses their command/activity EEO goals and contributes to equal employment opportunity for minorities and women in the work force.
- c. Preparing the command/activity annual AEP Plan accomplishment report. This report will be submitted to the Command EEO Officer annually for review, and will be suspended (announced in advance) to this Headquarters, ATTN: IAPER-EEO, in sufficient time to allow for consolidation and submission to DA.
- d. Reviewing applicant flow data, analyzing hiring opportunities relevant to meeting command/activity EEO goals, and providing a quarterly report to this Headquarters, ATTN: IAPER-EEO, NLT 15 calendar days after end of each quarter.
- e. Providing assistance to managers and supervisors in developing annual EEO and AEP goals and objectives for their organization.
- f. Participating with CPO in developing a recruitment plan which focuses on recruiting manifest imbalanced EEO groups, and assist in recruitment.
- g. Establishing a point of contact for community organizations, exchanging information on conditions affecting equal employment opportunity in the labor market, and analyzing the effect on employability and opportunities.
- h. Ensuring that EEO achievements are reflected by a separate factor in merit pay and performance evaluations of all managers and supervisors.
- i. Ensuring that all persons with equal employment opportunity and affirmative employment program responsibilities are knowledgeable and adequately trained.
- j. Accepting, processing, and analyzing complaints of discrimination, taking positive action to facilitate informal resolution throughout the process.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**D E L E G A T I O N   O F   A U T H O R I T Y**

**(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)**

---

5. The Command Civilian Personnel Division is responsible for:
  - a. Developing and implementing personnel management policies, procedures, and selection requirements and criteria consistent with total equal employment opportunity policy and action objectives.
  - b. Providing management and the Command EEO officer relevant information on personnel management policy which potentially impacts on EEO programs.
  - c. Implementing practices and procedures to support equal employment opportunity objectives (e.g., in career programs or comprehensive EEO training programs).
  - d. Coordinating personnel management policies, programs, and procedures with the Command Equal Employment Opportunity Office to facilitate mutual staff cooperation and coordinated action.
  - e. Assuring that the principles of affirmative employment and equal opportunity, i.e., prohibited practices and uniform guidelines, are routinely integrated into command personnel management activities so as to avoid adverse EEO impact.
6. The subordinate command/activity Civilian Personnel Officers are responsible for:
  - a. Providing guidance and support on EEO related program areas, i.e., training, employee counseling, employee utilization, participating in EEO programs, and providing personnel program data and statistics.
  - b. Providing leadership in the development of the Federal Equal Opportunity Recruitment Program (FEORP) Plan.
  - c. Implementing and managing Special Employment Programs so as to further the EEO goals and objectives of the command, i.e., Handicapped and Veteran Programs.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**D E L E G A T I O N   O F   A U T H O R I T Y**

**(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)**

---

d. Collecting applicant flow data and providing this information quarterly to the subordinate command/activity EEO Officer for review and analysis of hiring opportunities and impact on goal achievement.

e. Participating with managers, supervisors, and EEO officer in the development and implementation of position actions, job restructuring, and affirmative staffing of positions.

f. Conducting recruitment activities that ensure minorities and women are recruited for manifest imbalanced EEO groups.

6. Managers and supervisors are responsible for:

a. Participating with CPO and EEO Officers in identifying women and minority manifest imbalances within their organization, and assisting in developing strategies for overcoming barriers to their employment.

b. Being aware of the manifest imbalance categories of minority and women within their respective organizations, and making affirmative employment a consideration in making selections.

c. Conducting periodic self-audits of applicant flow, hiring, promotion, training, adverse actions and practices for possible patterns of discrimination.

d. Maintaining a productive work environment through periodic assessment of behaviors and actions within their area of supervision to avoid negative impact, i.e., discrimination, sexual harassment, sex role static, etc. on the workplace. Ensuring that all employees are aware of appropriate standards of conduct and identifying limits of acceptable behavior when necessary. Supervisors should take immediate steps to stop actions or behaviors that have a negative EEO impact upon the work environment, whether the effect is upon a group or an individual.

e. Briefing all employees (new employees should be provided an EEO orientation) concerning the organizational EEO program and Affirmative Employment Program Plan goals and objectives regularly (at least quarterly).

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**O R G A N I Z A T I O N A L   C H A R T**

**AGENCIES SHALL SUBMIT AN ORGANIZATIONAL CHART OF THEIR AGENCY AND INCLUDE A LIST OF COMMANDS, MAJOR OPERATING COMPONENTS, REGIONAL OFFICES, AND INSTALLATIONS.**

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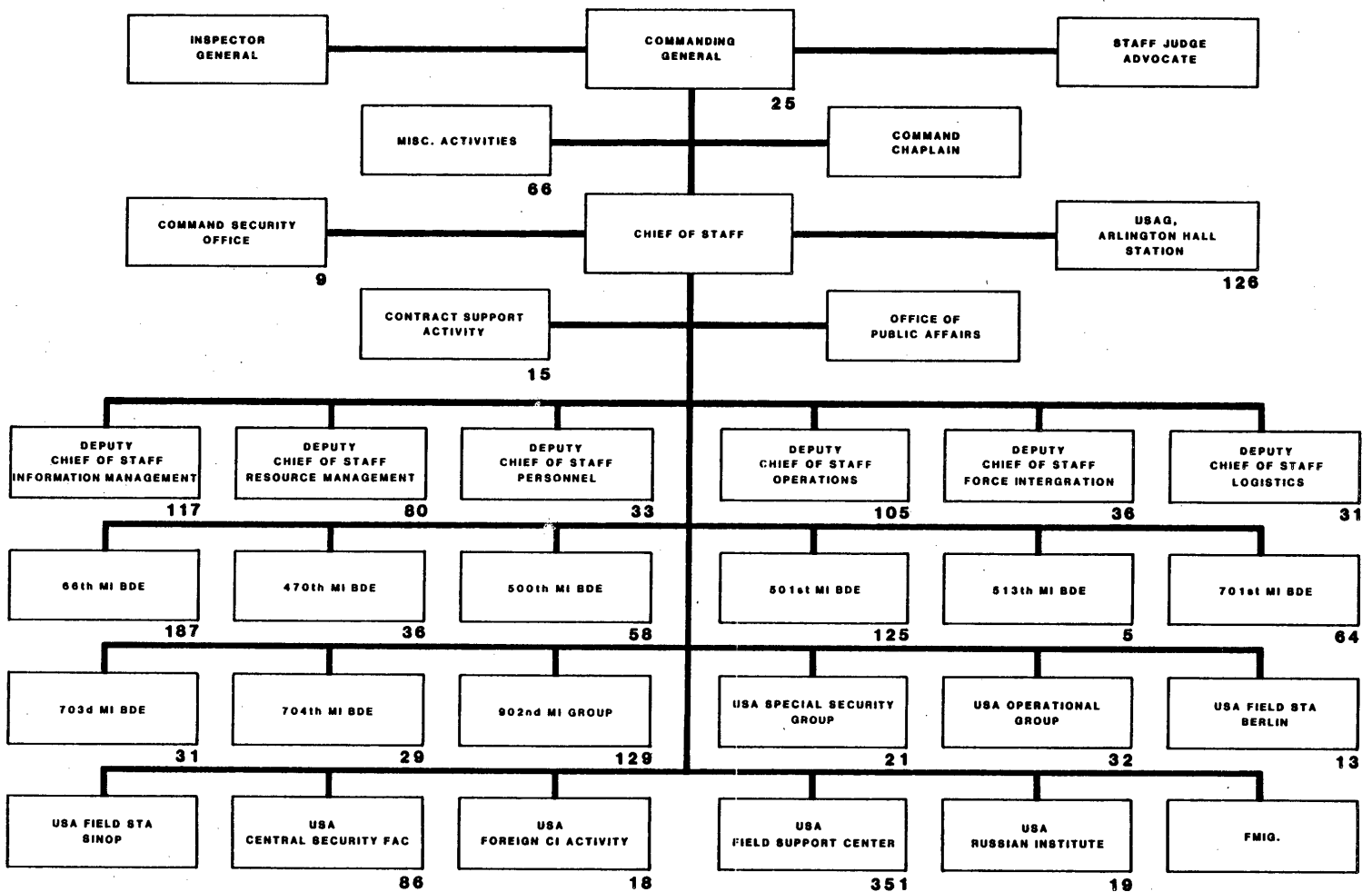
The attached organization chart shows how the command is organized and gives the number of civilian employees in each staff element and subordinate commands.

EEOC FORM 566 (8/87)

**HEADQUARTERS**

**UNITED STATES ARMY  
INTELLIGENCE AND SECURITY COMMAND**

**ARLINGTON HALL STATION, ARLINGTON, VIRGINIA 22212-5000**



**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**  
**CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS**

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I CERTIFY THAT THE QUALIFICATIONS OF ALL STAFF OFFICIALS,  
FULL-TIME OR PART-TIME, RESPONSIBLE FOR THE ADMINISTRATION  
OF THE EQUAL EMPLOYMENT OPPORTUNITY PROGRAM AND AFFIRMATIVE  
EMPLOYMENT PROGRAM HAVE BEEN REVIEWED BY COMPETENT AUTHORITY  
AND MEET THE QUALIFICATION STANDARDS IN THE HANDBOOK X-118.

  
SIGNATURE

MAR 30 1988

DATE

EEOC FORM 566 (8/87)





DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
ARLINGTON HALL STATION  
ARLINGTON, VIRGINIA 22212

REPLY TO  
ATTENTION OF

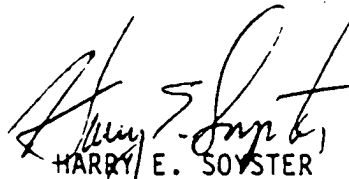
13 NOV 1986

IAPER-EE

SUBJECT: INSCOM Letter #86-17: Prevention of Sexual Harassment in the  
Work Place

SEE DISTRIBUTION

1. I reaffirm the Intelligence and Security Command policy regarding sexual harassment and endorse Department of the Army training in the prevention of sexual harassment. Sexual harassment is unacceptable conduct in the work place and will not be condoned. Allegations of such conduct will be treated as serious and dealt with swiftly and fairly.
2. Specifically, sexual harassment is defined as (1) influencing, offering to influence or threatening the career, pay, or job of another person, woman or man, in exchange for sexual favors; (2) deliberate or repeated offensive comments, gestures, or physical contact of a sexual nature in a work or duty related environment. Sexual harassment is a form of misconduct which debilitates morale. Therefore, we must ensure that our work environment is free from unsolicited and unwelcomed sexual overtures. The Intelligence and Security Command is totally committed to a policy that requires respect for human dignity of all personnel.
3. Every member of INSCOM, military and civilian, is expected to refrain from sexual harassment. We cannot afford to have the mission or productivity of our workforce adversely affected by charges of sexual harassment.
4. I am confident that you will cooperate by observing the spirit and intent of this policy.

  
HARRY E. SOYSTER  
Major General, USA  
Commanding

DISTRIBUTION:

J

USAINSCOM PREVENTION OF SEXUAL HARASSMENT PLAN

ITEM	ACTION	MILESTONE
1. Specific steps will be taken by USAINSCOM to assure that supervisors, managers, and employees recognize and prevent sexual harassment in the work force and assure that the existing complaint system deals sensitively with sexual harassment.	1a. The Commander's policy statement will be reiterated and a clear definition of sexual harassment and its legal implications and provide avenues of redress for civilian and military personnel.	Each change of command
	1b. Examine sexual harassment issues as they relate to working relationships within the organization and assure that management takes steps to alleviate existing or potential problems.	On-going
	1c. Develop immediate and long range preventive solutions to deal with the issue and disseminate throughout the the Command for action.	Annually
	1d. Publish news articles that create awareness of sexual harassment at all levels. Conduct seminars and workshops to assure the problems are recognized and dealt with in the most expeditious manner.	Quarterly
	1e. The subject will be addressed at the Command level staff meeting, other top management forums, and at the new Commanders briefing.	On-going

ITEM	ACTION	MILESTONE
2. Assure that all managers and supervisors are informed of their responsibilities for prevention in the work place and that field activities receive the required DA POSH training.	2a. Provide Course Managers training, assure that each installation has adequate trainers to update and continue POSH training for new managers and supervisors.	On-going
	2b. Field activities will provide a training plan to Headquarters USAINSCOM, ATTN: IAPER-EEO annually. In those instances where a Servicing Agency provides the training, the EE/EEO/FWPM will inform this office of the status of POSH training.	Annually
3. Provide employee POSH training to assure that employees understand the definition of sexual harassment as well as their rights and responsibilities.	3a. Field activities will submit a plan annually to the USAINSCOM EEO office. Those activities which are serviced by another MACOM will report the number of employees trained quarterly.	Annually
	3b. Information to inform and update employees on the complaint system and the laws and regulations to include the UMCJ and AR 600-50, Standards of Conduct will be routinely distributed to all personnel, military and civilian.	On-going
4. Assure that Subordinate Command POSH policy statements are made current, circulated and displayed on bulletin boards along with the DOD, DA, and OPM policies in each USAINSCOM installation.	4a. Policy statements will be updated and submitted to USAINSCOM EEO each change of command.	Each change of command
	4b. This Headquarters office will assure that all USAINSCOM employees and subordinate commands receive a current copy of the Commander's, DA and EEOC policy statements and regulations.	On-going

ITEM	ACTION	MILESTONE
5. Special studies will be conducted annually and the results as well as recommendations will be presented to the Commander, EE00, and key staff (to include each of the subordinate commands).	5a. Subordinate commands will report to USAINSCOM FWPM any incidents or situation which might lead to a complaint.	On-going
	5b. Annually, each installation will submit a report which addresses problems as well as short and long range solutions to prevent harassment in the work place.	Annually (Jan of each year)
6. New initiatives and informational materials will be developed to inform, curtail and prevent, harassment in the work place.	Subordinate commands will submit all materials and initiatives developed for prevention to the Command FWPM for the purpose of sharing.	On-going

21

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**  
**STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM**

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Within the first quarter of each fiscal year, an internal evaluation will be conducted by the Command EEO Office assessing accomplishments made during the previous fiscal year in equal employment opportunity and affirmative employment. The Chief of Staff will have overall responsibility for conducting the review, utilizing Civilian Personnel and EEO staff as members of the review team. In addition to covering the topics and data required for reporting annually to the Equal Employment Opportunity Commission and Headquarters, Department of Army, as set forth in the Management Directive, the review system will consist of the following.

- a. An automated information system will provide data annually showing the representation of minorities and women in each PATCO category as of the end of the fiscal year.
- b. An evaluation report which summarizes in narrative form the trends reflected in the data, any apparent reasons for gains or losses, and recommendations for addressing problems of manifest imbalance.
- c. An assessment will be made of the extent to which identified barriers to representative employment are relevant and within control of the command. The effectiveness of innovative staffing techniques and revisions to command selection procedures, as they relate to such barriers, will also be addressed.
- d. An assessment will be made of the effectiveness of joint planning for affirmative employment on the part of the civilian personnel staff, budget staff, and other management staff.
- e. The subordinate (servicing) EEO Officers review of proposed selections for positions where there is a manifest imbalance, and discussion with the selecting officials, Civilian Personnel staff and other management officials when there is apparent failure to give full consideration to affirmative employment objectives. The evaluation report will address the effectiveness and value of this procedure.
- f. The results of the review will be reported along with a plan of action to the Commanding General, Equal Employment Opportunity Commission and Headquarters, Department of Army.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**I. ORGANIZATION AND RESOURCES**

1. US Army Intelligence and Security Command's Equal Opportunity Program is a division function within the Office of the Deputy Chief of Staff for Personnel management structure. The Office of Equal Employment Opportunity is located at the headquarters, and provides centralized leadership, coordination, monitoring and evaluation of command-wide EEO program activities. The Office of Equal Employment Opportunity establishes technical and administrative policies in EEO, sets requirements and standards for implementation by managers, supervisors and EEO officers at the subordinate activity level.

2. The Staff Equal Employment Opportunity Office reports directly to the Deputy Chief of Staff for Personnel. The Office of Equal Employment Opportunity with a staff of four full time employees, advises and assists senior management officials, and EEO officials at subordinate commands in establishing, maintaining and conducting programs to promote equal opportunity for employees and applicants for employment within the command.

3. The Command EEO Officer, as well as subordinate EEO officers, participate in staff meetings and planning sessions where significant management issues, staffing plans and other management problems are discussed. They also assist managers and supervisors in resolving problems which impact upon equal opportunity progress.

4. The Command's total work force in permanent positions includes 1802 employees as of 30 September 1987. Each subordinate activity has either a full-time or part-time EEO Officer and support staff based on the needs and size of their serviced area.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

**I. ORGANIZATION AND RESOURCES - PAGE 2**

5. The Command Equal Employment Opportunity Office has three major staff functions, Special Emphasis Programs, Affirmative Employment Program and Discrimination Complaints. The subordinate EEO Officers coordinate and supervise all operating program functions i.e., the Federal Women's Program, Hispanic Employment Program, Affirmative Employment Program, Black Employment Program and processing complaints of discrimination, to include EEO counseling activities.

6. Staff employees have received sufficient training in their areas of responsibility. Surveys of the training needs of EEO staff are conducted annually by the USA Garrison, Civilian Personnel Office. During the past fiscal year, employees attended national conferences and meetings pertaining to women and minorities issues.

7. The command's incentive awards system includes an element which rates manager's support of the command's affirmative employment efforts and support in equal employment opportunity. Incentive awards are given to those managers whose overall performance is above average.

8. The Command EEO Office maintains control of its own operating budget. Funds are provided for EEO staff training, special emphasis program travel expenses, and program development. An analysis of the operating budget reveals past budgets have been sufficient to meet the needs of the office. However, current budget constraints, and those expected in the near future, may well impact on program implementation.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROBLEM/BARRIER IDENTIFICATION**

**PROVIDE A NARRATIVE DESCRIBING THE PROBLEMS/BARRIERS IDENTIFIED:**

**I. ORGANIZATION AND RESOURCES**

Our analysis revealed the following problems:

- The collateral duty Federal Women's Program Manager and Hispanic Program Manager's positions in US Army Garrison, Arlington Hall Station have been vacant for the past year, resulting in no operating program activities for the Headquarters in these areas.
- There has been a problem in recruiting and maintaining a sufficient number of EEO counselors to provide counseling service to the Headquarters and serviced activities.

**EEOC FORM 566 (8/87)**



**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**REPORT OF OBJECTIVES AND ACTION ITEMS**

PROGRAM ELEMENT: I. ORGANIZATION AND RESOURCES

**PROBLEM/BARRIER STATEMENT:**

There are insufficient EEO counselors to provide counseling service to Headquarters employees and subordinate activities.

**OBJECTIVE:**

To recruit, train and retain EEO counselors.

**RESPONSIBLE OFFICIAL:** EEO Officers for USAG AHS and USA FSC.

**TARGET DATE:** 30 June 1988

**ACTION ITEMS:**

Foward a letter to staff heads and serviced activities, requesting names of nominees to be submitted to serve as EEO counselors.

**RESPONSIBLE OFFICIAL**

**TARGET DATE**

EE00, USAG AHS  
EE00, USA FSC

1 Jun 1988

Review list of eligibles for qualifications.

EE00, USAG AHS  
EE00, USA FSC

On-going

Interview and make selection.

EE00, USAG AHS  
EE00, USA FSC

On-going

Encourage employees to participate in the EEO program .

Supervisors  
and Managers

15 Jun 88  
(On-going)

Assure each EEO Counselor receive required OPM Training

EE00, USAG AHS  
EE00, USA FSC

On-going

Provide in-service training for EEO Counselors.

EE00, USAG AHS  
EE00, USA FSC

On-going

Provide information regarding procedures, laws, regulations, etc., on a regular basis.

EE00, USA AHS  
EE00, USA FSC

On-going

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**REPORT OF OBJECTIVES AND ACTION ITEMS**

=====

**PROGRAM ELEMENT:** I. ORGANIZATION AND RESOURCES

**PROBLEM/BARRIER STATEMENT:**

Special Emphasis Program Manager's positions have been vacant for the past year resulting in no program activities in these areas for the Headquarters.

**OBJECTIVE:**

To assure positions are filled and programs implemented.

**RESPONSIBLE OFFICIAL:**

EEOO, USAG AHS, CMD EEO

**TARGET DATE:** 30 Jun 1988

**ACTION ITEMS:**

**RESPONSIBLE OFFICIAL**

**TARGET DATE**

Forward a letter to staff heads requesting names of nominees to be submitted to serve as FWPM and HEPM (collateral duty).

EEOO, USAG AHS

1 Jun 88

Review list of eligibles for qualification.

EEOO, USAG AHS

On-going

Interview and make selections.

EEOO, USAG AHS

On-going

Require EEO Officers to submit a plan of action for staffing and implementing those programs.

CMD EEO

4th Qtr 88

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

=====

**II. WORK FORCE**

An analysis of USAINSCOM's work force was conducted by PATCO and grade groupings for fiscal year 1987, using national CLF data for comparisons. Wage Grade (Blue Collar) positions were not included, their profile are not large enough within INSCOM for goal planning purposes. An analysis was also conducted for major occupational series with forty or more employees.

**PATCO ANALYSIS**

The analysis revealed that there are manifest imbalances in the following PATCO categories:

**\*PROFESSIONAL** - Hispanic males  
White females  
Black females

**\*ADMINISTRATIVE** - Hispanic males and females  
White females

**TECHNICAL** - Hispanic males and females

**CLERICAL** - Hispanic males and females

**\*NOTE:** See charts on pages A-3 - A-4.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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The analysis revealed manifest imbalances in the following grade groupings and series with forty or more employees:

**PROFESSIONAL - GS 9 - 12**

Hispanic males

**ADMINISTRATIVE - GS 5-7**

Hispanic females

**GS 9 - 12**

Black males

White, Black, Hispanic females

**GM/GS 13 - 15**

Black males

All females

**Series**

Intelligence, Series 132

Computer Specialist, Series 334

Budget Analysis, Series 560

**TECHNICAL - GS 5 - 8**

Hispanic males and females

**CLERICAL - GS 1 - 8**

Hispanic males and females

**Series**

Intelligence Aid and Clerk, Series 134

Secretary, Series 318

Clerk-Typist, Series 322

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROBLEM/BARRIER IDENTIFICATION**

**PROVIDE A NARRATIVE DESCRIBING THE PROBLEMS/BARRIERS IDENTIFIED:**

**II. WORK FORCE**

Based on our analysis of work force data, we found a conspicuous absence of Hispanics (males and females) in all PATCO categories and at all grade levels. There is a conspicuous absence of women and minorities in mid-level positions (GS-9-12 and Senior Level positions (GS/GM 13-15). Numerical objectives have been established for EEO groups for which there are manifest imbalances.

**EEOC FORM 566 (8/87)**

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT:** II. WORK FORCE

**PROBLEM/BARRIER STATEMENT:**

There is a conspicuous absence of some EEO group members in major occupations as indicated below.

**OBJECTIVE:**

To increase the representation in the identified EEO groups.

**RESPONSIBLE OFFICIAL:** Career Program Managers, Managers and Supervisors  
**TARGET DATE:** 30 Sep 1988, 1989, 1990, 1991, 1992

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<p><b>INTELLIGENCE (132)</b>            Increase the representation in the following groups by a total of 23 % over the next five years.</p> <p>White Females (17%)            Black Males (2%)            Black Females (3%)            Hispanic Females (1%)</p>	<p>CPM, Managers            Supervisors</p>	<p>9/30            Annually</p>
<p><b>COMPUTER SPECIALIST (334)</b>            Increase the representation in the following groups by a total of 5% over the next five years.</p> <p>White females by 2%            Hispanic males by 2%            Hispanic females by 1%</p>	<p>CPM, Managers            Supervisors</p>	<p>9/30            Annually</p>

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**REPORT OF OBJECTIVES AND ACTION ITEMS**

PROGRAM ELEMENT:           II. WORK FORCE - PAGE 2

PROBLEM/BARRIER STATEMENT:

OBJECTIVE:

RESPONSIBLE OFFICIAL:

TARGET DATE:

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
<p><b>BUDGET ANALYSIS</b> Increase the representation in the following groups by a total of 7% over the next five years.</p> <p>Black males by 3% Hispanic males by 3% Hispanic females by 1%</p>	<p>CPM, Managers Supervisors</p>	<p>9/30 Annually</p>
<p><b>INTELLIGENCE CLERK (134)</b> Increase the representation of Hispanics (males and females) by 2% over the next five years.</p>	<p>Managers and Supervisors</p>	<p>9/30 Annually</p>
<p><b>SECRETARY (318) and CLERK TYPIST (322)</b> Increase the representation of Hispanics by 4% over the next five years.</p> <p>Males by 1% Females by 3%</p>	<p>Managers and Supervisors</p>	<p>9/30 Annually</p>

EEOC FORM 566 (8/87)

**DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCO**

As of 30 Sep 87

OCCUPATIONAL CATEGORY AND SES	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL %	MALE %	FEMALE %	MALE %	FEMALE %	MALE %	FEMALE %	MALE %	FEMALE %	MALE %
INSCOM PROFESSIONAL	100	65.6	21.7	4.3	1.4	0	1.4	4.3	1.4	0	0
CIVILIAN LABOR FORCE	100	60.6	26.8	2.3	2.7	2.2	1.1	2.5	1.1	.2	.1
INSCOM ADMINISTRATIVE	100	63.3	20.7	3.5	3.7	2.0	.6	4.6	1.1	.2	0
CIVILIAN LABOR FORCE	100	60.4	26.6	3.6	3.1	2.8	1.3	1.1	.5	.3	.2
INSCOM TECHNICAL	100	18.4	49.6	12.1	14.9	.7	0	1.4	2.1	0	.7
CIVILIAN LABOR FORCE	100	45.2	37.0	3.5	6.3	2.7	2.4	1.2	.9	.2	.3
INSCOM CLERICAL	100	5.7	61.3	6.0	21.6	.4	2.0	1.1	1.5	0	.4
CIVILIAN LABOR FORCE	100	21.7	57.3	2.8	9.3	1.8	4.2	.7	1.5	.1	.4
INSCOM OTHER	100	50.0	0	38.0	8.0	4.0	0	0	0	0	0
CIVILIAN LABOR FORCE	100	75.3	7.7	8.3	1.6	4.8	.7	.7	.1	.8	.1
TOTAL INSCOM	100	44.0	34.0	6.0	9.0	1.0	1.0	3.0	1.0	.1	.2
CIVILIAN LABOR FORCE	100	47.5	34.1	4.9	4.8	3.9	2.5	.9	.8	.3	.2



**DISTRIBUTION OF EEO GROUPS AND COMPARISON BY GRADE GROUPS**

As of 30 Sep 87

SERIES NAME CATEGORY		TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
			ALL %	MALE %	FEMALE %	MALE %	FEMALE %	MALE %	FEMALE %	MALE %	FEMALE %	MALE %
GS-9-12	INSCOM	100	58.5	31.7	4.9	2.4	0	2.4	0	0	0	0
PROFESSIONAL	CIVILIAN LABOR FORCE	100	60.6	26.8	2.3	2.7	2.2	1.1	2.5	1.1	.2	.1
GS-13-15	INSCOM	100	77.8	7.4	3.7	0	0	0	11.1	0	0	0
PROFESSIONAL	CIVILIAN LABOR FORCE	100	60.6	26.8	2.3	2.8	2.2	1.1	2.5	1.1	.2	.1
GS-9-12	INSCOM	100	60.7	21.6	3.8	4.3	2.0	.9	5.4	1.1	.1	0
ADMINISTRATIVE	CIVILIAN LABOR FORCE	100	60.4	26.6	3.6	3.1	2.8	1.3	1.1	.5	.3	.1
GS-13-15	INSCOM	100	83.1	7.8	2.1	.8	2.5	0	3.3	0	.4	0
ADMINISTRATIVE	CIVILIAN LABOR FORCE	100	60.4	26.6	3.6	3.1	2.8	1.3	1.1	.5	.3	.2

EEOC FORM 570 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**III. DISCRIMINATION COMPLAINTS**

1. There were 27 complaints of discrimination filed during the past two years, seventeen were informal and ten were formal. In Fiscal Year 1986 there were seven complaints (two formal and five informal). During Fiscal Year 1987 the total complaints increased to twenty (eight formal and twelve informal), thirteen more complaints than the previous year.

2. Sources of the complaints filed indicates that nine complaints were from employees assigned to subordinate commands, fourteen were from employees assigned to the Headquarters, and four were from serviced activities. EEO counseling efforts resulted in a 72 percent resolution rate for FY 86, and a 60 percent resolution rate in FY 87. Although the resolution rate declined in FY 87, informal resolutions over the two year span averaged 63 percent.

3. A review of the informal complaints reveals the basis as: Sex (8); Race (5); Age (3); and Handicapped (1). The issues alleged were: Reprisal (3); Disparate Treatment (12); Nonselection (2); Performance (4); Promotion (1); Training (3); Working Conditions (2) and; Sexual Harassment (1).

4. An analysis of all complaints filed over this two year period indicates: A preponderance of complaints were based upon Sex (Female), and Race (Black), with the most frequent issues being reprisal, training, performance evaluations, and harassing working conditions. These complaints were raised most frequently by employees assigned to the Headquarters as opposed to subordinate commands/activities. The formal complaints resulted in nine Agency Final Decisions, with a 100 percent "No finding of Discrimination" after investigation, additionally three were withdrawn. Complainants ranged from grade 13 and below, though employees from the lower grades (Grade 7 and below) filed most frequently. There appears to be no particular pattern or trend resulting from this analysis, and no specific barriers were identified.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**IV. RECRUITMENT AND HIRING**

1. During FY 87, a total of 1,939 applicants were referred for selection by the three INSCOM CPOs. From those referrals, 619 selections were made of which 200 or 34% were women and minorities. Recruitment sources being utilized at the present time are numerous and varied and tap candidates from both within and outside the Federal sector. Vacancies are routinely advertised in the Federal Career Opportunities publication which is the most comprehensive and widely distributed federal vacancy listing. In addition, Vacancy Announcements are sent to government departments and agencies in the metropolitan D.C. area as well as minority and other special interest groups. Maximum use is made of career programs, including the use of courtesy referrals from other commands for hard-to-fill and many other jobs. OPM certificates are used frequently to fill mid-level positions requiring extensive technical skills which are possessed by non-status, retired or former military members. The fact that 27 percent of INSCOM's jobs are in the excepted service provides additional flexibility to recruit and select non-status applicants from a wide range of sources.

2. The Command is very active in the recruitment of minorities and women for its entry level jobs and uses several programs to accomplish targeted recruitment. \*The college cooperative education program employed five students of which four were minorities and women during FY 87. Three students graduating from this program were converted to entry level permanent jobs. Two of these three students were female minorities. The schools from which coop students are recruited are historically black colleges or ones with high minority enrollment. The Command also utilizes high school coop students and employed 12 individuals in that program last year, of which 10 were women and/or minorities. In FY 88, we plan to activate a stay-in-school program by initially hiring against three stay-in-school slots allocated by Department of Army headquarters.

\*NOTE: See chart on page A-5.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**IV. RECRUITMENT AND HIRING - PAGE 2**

3. Merit promotion procedures are regularly reviewed to ensure compliance with equal employment opportunity principles and affirmative action goals. All vacancy announcements advertised under merit promotion procedures list the knowledges, skills and abilities (KSAs) necessary for the performance of the particular position. These KSAs are reviewed by servicing staffing specialists to ensure that they are job-related and based on a thorough job analysis. Staffing Specialists further monitor the selection process to ensure the equal treatment of applicants and that selections are based on merit factors. Managers and supervisors are trained in these and other personnel procedures on a quarterly basis so that they are aware of their EEO responsibilities.

4. Positions are frequently downgraded or restructured to permit filling at lower levels and development of on-the-job training programs. This and the Upward Mobility Program have been successful vehicles for affirmative action placement of women and minorities.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROBLEM/BARRIER IDENTIFICATION**

**PROVIDE A NARRATIVE DESCRIBING THE PROBLEMS/BARRIERS IDENTIFIED:**

**IV. RECRUITMENT AND HIRING**

Work force statistics show a conspicuous absence of \*Hispanics in the workplace. In addition, Hispanics comprise only one percent of all candidates being referred for consideration and selection for vacancies. Suggested remedies include action items to increase the numbers of Hispanics recruited and referred.

\*NOTE: See chart on page A2.

**EEOC FORM 566 (8/87)**

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**REPORT OF OBJECTIVES AND ACTION ITEMS**

PROGRAM ELEMENT: IV. RECRUITMENT AND HIRING

**PROBLEM/BARRIER STATEMENT:**

There is a conspicuous absence of Hispanics in the work force.

**OBJECTIVE:** To increase the representation of Hispanics in the work force.

**RESPONSIBLE OFFICIAL:** CPO AHS, CPD, CMD EEO

**TARGET DATE:** See below

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Target recruitment for Stay-in-School Program positions towards Hispanics.	CPO, AHS	4th Qtr, FY 88
Increase Hispanic enrollment in the Baccalaureate Cooperative Education Program.	CPD	2nd Qtr, FY 89
Develop a list of Hispanic recruitment sources and provide to CPOs.	CMD EEO	1st Qtr, FY 89
Add Hispanic recruitment sources to Vacancy Announcement Distribution List.	CPO AHS	2nd Qtr, FY 89

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**V. EMPLOYEE DEVELOPMENT PROGRAMS**

1. Each civilian personnel office maintains a daily log of all approved training requests. Each training requirement is monitored until completion of the course, at which time training course evaluation forms are completed and returned to the personnel office by both the employee and supervisor.
2. Each servicing CPO conducts an annual training needs survey to determine civilian training requirements for the upcoming year. Each course is subsequently evaluated to determine the validity and priority of the training requirement. This administrative procedure is accomplished on the local level as opposed to a command-wide initiative.
3. Career counseling is available to all employees in the local civilian personnel offices and at the command level. In addition, employees in career programs can obtain career guidance from their command career program managers.
4. The command has a successful Upward Mobility (UPMO) Program which, as of the end of FY 87, was comprised of eight participants. Seven of these eight participants were women and one was a minority. Upward mobility employees are enrolled in formal training programs comprised of both on-the-job and classroom training. Two individuals, both women, successfully completed the UPMO program in FY 87 and were placed in target positions at the GS-7 and GS-9 levels.
5. In addition to the Upward Mobility Program, the Department of Army Intern program, another formal training program, is heavily comprised of women and minorities. Of the 26 Interns on board, 18 were women and nine were minorities.
6. The command does emphasize participation by employees in outside educational opportunities. We have a partial tuition/book assistance program for courses which are more developmental in nature than requirements to do today and tomorrow's projected jobs.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROBLEM/BARRIER IDENTIFICATION**

**PROVIDE A NARRATIVE DESCRIBING THE PROBLEMS/BARRIERS IDENTIFIED:**

**V. EMPLOYEE DEVELOPMENT PROGRAMS**

All training requests received by the Training and Career Development Branch of the CPO are handled on an equal basis, i.e., without regard to sex and minority status. The only criteria used by CPO to grant a training request is job relatedness and availability of funds. There is no system, however, for determining whether the same equity is applied at the supervisory or the organizational level where training requests are reviewed and approved/disapproved before being forwarded to the CPO.

**EEOC FORM 566 (8/87)**



## AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: V. EMPLOYEE DEVELOPMENT PROGRAMS

## PROBLEM/BARRIER STATEMENT:

There is no system for ensuring that training requests are handled fairly at the organizational level.

## OBJECTIVE:

Monitor the organizational process to ensure equitable handling of training requests.

RESPONSIBLE OFFICIAL: CPO, AHS

TARGET DATE: 1st Qtr, FY 89

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Develop and disseminate employee questionnaire to collect information on how training requests are handled.	CPO, AHS	1st Qtr FY 89
Establish a procedure to assure that training requests are handled fairly at the organization levels.	CPD	1st Qtr FY 89
Monitor the procedures to assure women and minorities are treated equitably.	CPD, CMD EEO	On-going
Report findings to the commander, and management officials.	CPD, CMD EEO	Annually

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**  
**REPORT OF OBJECTIVES AND ACTION ITEMS**

PROGRAM ELEMENT: V. EMPLOYEE DEVELOPMENT PROGRAMS

**PROBLEM/BARRIER STATEMENT:**

Lack of minorities and women participating in long term training and developmental assignments which lead to qualifying experience for better jobs.

**OBJECTIVE:**

Increase participation of minorities and women in developmental assignments and executive development.

**RESPONSIBLE OFFICIAL:** Supervisors, Managers, CPD and CMD EEO

**TARGET DATE:** 2nd Qtr 89

**ACTION ITEMS:**

Develop in-house long range executive developmental training programs or assignments using supervisors and managers to conduct the training.

Conduct seminars/workshops explaining the qualification requirements for certain career fields within INSCOM, i.e. Intelligence, Computer, Budget, etc.

Conduct a study to assess the reasons for any differentials which may cause low women and minority participation in developmental programs.

Counsel employees to apply for career development programs and accept developmental assignments, which lead to employment opportunities.

Increase the percentage of women and minorities participating in developmental assignments/training.

**RESPONSIBLE OFFICIAL**

**TARGET DATE**

Supervisors,  
Managers,  
CPD and  
CMD EEO

2nd Qtr 89

Supervisors,  
Managers,  
CPD, and  
CMD EEO

On-going

CPD

2nd QTR 89

Supervisors,  
Managers

On-going

Supervisors,  
Managers

On-going

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

**VI PROMOTIONS**

1. Each subordinate installation/activity has Merit Promotion Plans which outline their responsibilities for promotional practices that provide equal opportunity for women and minorities. These plans also provide for redress when discriminatory practices occur.
2. The work force data is continually reviewed (quarterly) to insure that we identify current and projected staffing needs and are not creating situations which do not provide for advancement opportunities. Each employee is provided with career counseling and a training program to enhance their promotability. The managers, supervisors and personnel staff have given full cooperation to the EEO efforts to overcome under-utilization of employees and to provide career opportunities through various special employment programs.
3. In FY 87 there was a total of 393 promotions: Professional 19; Administrative 202; Technical 52; Clerical 114 and Other 6. Of the 129 competitive promotions, 51 (40%) were women and 36 (28%) were minorities. There was a total of 269 noncompetitive promotions 157 (58%) were women and 59 (22%) were minorities.
4. Of the 19 Professional promotions, four were competitive and of those four, one (25%) was a female. There were 15 noncompetitive promotions, of which six (40%) were women (two Hispanics) and three minorities (20%). Promotion data in this category indicates that most of the promotions are career ladder and there is a conspicuous absence of Hispanics and females at the GS/GM 13-15 level. In the GS 9-12 grades, Hispanic males have the greatest manifest imbalance. However, no minorities were promoted competitively.
5. In the Administrative category, there was a total of 202 promotions and of these 55 (27%) were competitive and 147 (72%) noncompetitive. Of the 55 competitive promotions 11 (20%) were minorities and 35 (64%) were women. The noncompetitive promotions included 31 (21%) minorities and 59 (40%) women. Overall in this category 90 (45%) of the promotions were women and 42 (21%) were minorities. However, there is manifest imbalance of Hispanic females in GS 5-13, and Black males and females in GS/GM 9-15.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**VI. PROMOTIONS - PAGE 2**

6. There was a total of 52 promotions in the Technical category; of these 14 (27%) were competitive and 38 (73%) were noncompetitive. Of the 14 competitive promotions, 11 (78%) were women and 5 (36%) were minorities. Women dominated the 38 noncompetitive promotions, with a total of 32 (84%) of the selections; and 11 (29%) of the selections were minorities. In this category the promotion rate for women and minorities overall was excellent. However, the conspicuous absence of Hispanics at all levels is apparent.

7. The analysis indicated manifest imbalance of women and minorities in the following categories with forty or more employees:

o **ADMINISTRATIVE CATEGORY**

Intelligence, Series 132

Computer Specialist, Series 334

Budget Analyst, Series 560

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROBLEM/BARRIER IDENTIFICATION**

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**PROVIDE A NARRATIVE DESCRIBING THE PROBLEMS/BARRIERS IDENTIFIED:**

**VI. PROMOTIONS**

Based on our analysis of work force data, there is an adequate number of minorities and women who qualify for promotions to GS-13 - 15 in the Intelligence, Computer Specialist, and Budget Analysis career fields. However, the selection rate for affected EEO groups are inadequate to overcome the manifest imbalance.

**EEOC FORM 566 (8/87)**

## AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. PROMOTION

## PROBLEM/BARRIER STATEMENT:

The selection of minorities and women for high level positions (GS 13 - 15) is low.

## OBJECTIVE:

To insure supervisors and managers are objective in their selections, thereby increasing the number of promotions for affected EEO groups.

RESPONSIBLE OFFICIAL: Career Program Managers and Supervisors

TARGET DATE: 30 Sep 1988, 1989, 1990, 1991, 1992

## ACTION ITEMS:

Increase promotions of affected EEO groups by a total of 10% in high level positions (GS 13 - 15) over the next five years.

White females by 5%  
Blacks (male and female) by 3%  
Hispanic females by 2%

Monitor promotions to insure that selecting officials are objectively considering women and minorities.

## RESPONSIBLE OFFICIAL

## TARGET DATE

Career Program Managers, and Supervisors

30 Sep  
Annually

Cmd EEO

Quarterly

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**VII. SEPARATIONS AND REASSIGNMENTS**

1. A review of the separations for FY 87 indicated that there were 224 separations and of those 133 (59%) were women and 54 (24%) were minorities. The review included the following: Voluntary; Involuntary; Discharges and Suspensions.
2. There were 191 Voluntary separations, 85% of the total separations; 113 (59%) of those were women and 44 (23%) were minorities. Minorities and women dominated the separations within this category with 82% of the separations.
3. There were 29 Involuntary separations, 69% of the total separations; and 20 (69%) of that group were women. However, women who separated in this category were only 9% of the total separations. There were 9 (31%) minorities who separated involuntarily which represents 4% of the total separations.
4. Involuntary separations were as follows: In the Professional category, there were no separations; in Administration category, there were a total of 7 (24%), of these 3 (10%) were women and only one (3%) was minority; there were 2 (7%) separations in the Technical category, no minorities and only 1 (3%) was a woman; the Clerical category had the largest number of Involuntary separations 17 (58%) and of these 16 (94%) were women and 6 (24%) of these were minorities; in the Other category, there were 3 (10%) separations and 2 (20%) were minorities.
5. There were four Discharges, and of those one woman in the Clerical category was discharged and one minority was discharged. These separations represent 2% of the total separations and 50% of those discharged.
6. There were only three Suspensions which represented 1% of the total separations and all (100%) were minorities in the Clerical category.
7. Thus, 83% of all the separations were either women or minorities with most of the separations occurring voluntarily. However, women are separating 45% more than minorities.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

**VII. SEPARATIONS AND REASSIGNMENTS PAGE 2**

8. There were a total of 499 reassignments, of these, 245 (49%) were women and 100 (20%) were minorities. The reassignments were as follows: In the Professional category there were 19 reassignments of which 11 (58%) were women and 3 (16%) were minorities. The greatest number of reassignments was in the Administrative group where there were 330 (66%) reassignments and of that total, 103 (31%) were women and 55 (17%) were minorities. Thus, almost one half (48%) of those reassigned were minorities and women in the Administrative category. The total reassignments in the Technical category were 36 (7%); 23 (63%) were women and 15 (42%) were minorities. Of the total reassignments, there were 112 (23%) Clericals; 106 (95%) were women, and 25 (19%) were minorities. In the Other category, there were only two reassignments which were .4% of the total reassignments and both were minorities.

9. Thus, it may be concluded that women and minorities make up more than one half (69%) of the reassignments with women exceeding minorities by 29%. There were more reassignments in the Administrative and Clerical categories, but the rate of reassignments for women exceeded minorities in the Professional series by 41%, in the Technical series by 22% and in the Other category, the two reassigned were women.



**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROBLEM/BARRIER IDENTIFICATION**

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**PROVIDE A NARRATIVE DESCRIBING THE PROBLEMS/BARRIERS IDENTIFIED:**

**VII. SEPARATIONS**

Our analysis revealed that the rates of separations of EEO groups was consistent with their representation in the work force. However, because of a scheduled relocation of HQ INSCOM staff elements from Arlington Hall Station, Arlington, VA to Fort Belvoir, VA for FY 89, approximately 128 USA Garrison employees are schedule to be separated under RIF procedures.

**EEOC FORM 566 (8/87)**

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**  
**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT:** VII. SEPARATIONS AND REASSIGNMENTS

**PROBLEM/BARRIER STATEMENT:**  
 The impact of the pending RIF on EEO Groups.

**OBJECTIVE:**  
 To reduce adverse impact on affected EEO Groups.

**RESPONSIBLE OFFICIAL:**  
**TARGET DATE:** Managers and Supervisors, CPD, CMD EEO  
 30 Jun 1988

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Assist USAG CPO in identifying positions to which RIF employee may be assigned within HQ INSCOM staff elements.	Manager and Supervisors	30 Jun 88 (On-going)
Provide out-placement counseling to employees who may be affected by the RIF.	USAG CPO	As needed
Assure that the impact on EEO Groups is minimized.	CPD, CMD EEO	On-going
Monitor the RIF procedures to insure EEO Groups are not adversely affected.	CMD EEO	On-going
Give affected employees priority consideration for vacant jobs.	Managers, Supervisors, USAG CPO	On-going

EEOC FORM 566 (8/87)

## AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

### PROGRAM ANALYSIS

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#### VIII. PROGRAM EVALUATION

1. The Command's Equal Employment Opportunity Officer has the responsibility for implementing the USAINSCOM Affirmative Employment Program (AEP). The Command EEO Office has four full time employees, and all have program evaluation responsibilities. The office is provided a separate budget to assure the administration of a results oriented program involved in every aspect of the command's personnel management policies and practices. All assigned personnel are fully trained in EEO and merit system regulations contained in EEOC and OPM regulations. The Affirmative Employment Program Plan (AEPP) is the primary instrument for implementing the AEP. The goals and objectives contained therein are supported by the Command Federal Women's Program (FWP), and Hispanic Employment Program (HEP) planning documents. Subordinate commands are required to develop AEP, FWP, and HEP plans with goals and objectives that are fully responsive to local needs and that also supports the command goals and objectives. The command network of EEO, AEP, FWP, and HEP planning documents provides the infrastructure for managing (implementing, monitoring, and evaluating) the Command Affirmative Employment Program.

2. Management leadership is kept apprised of their responsibilities for implementing the Command AEPP through several avenues. The Commanding General has expressed specific expectations of all managers and supervisors in his EEO policy statement. EEO/AEP have been designated as a critical element in the performance standards of key managers and supervisors, and they are evaluated annually on their performance. New commanders of Brigade and equivalent commands, top management officials, and Deputy Chiefs of Staff receive EEO/AEP briefings upon assumption of their duties and adhoc briefings during the year. All new supervisors receive training in their EEO/AEP responsibilities during required supervisory training. Updates on EEO/AEP is provided at staff meetings, desk side, and special briefings as required. Command policy requires supervisors to provide EEO/AEP briefings to new employees and all employees quarterly. The Command EEO Office provides periodic EEO/AEP information to all managers, supervisors, and employees in the form of the Command EEO Newsletter, brochures, and memoranda.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**III. PROGRAM EVALUATION - PAGE 2**

3. To effectively monitor the Command AEPP, the Department of the Army's internal reporting system (RCS-279-EEO) is utilized to continually audit, monitor, and evaluate progress of the eight program elements. This information is provided quarterly to the command on microfiche, and is maintained on a current basis in the EEO Offices of command Headquarters, US Army Garrison, Arlington Hall Station, and US Army Field Support Center. This information system is automated at the point of origin, and provides the command with complete AEP information that is accurate, timely, and accessible. The command internal information system is primarily manual, with limited automated AEP information. The activity civilian personnel offices manually collects applicant flow data. This data is then analyzed by the activity EEO Offices and is forwarded along with the analysis to the Command EEO Office and Civilian Personnel Division at the Headquarters. The following are specific quarterly reports required for monitoring and evaluating the Command AEPP:

- a. Survey of current employment by PATCO of job classification, salary, wage level;
- b. Analysis of internal work force profile compared to appropriate labor market by PATCO;
- c. Identified areas of imbalances and concentration and establishment of hiring and promotion objectives;
- d. Applicant flow data and information (narrative description) on each step of the selection process, i.e., hires, promotions placements, requests for transfer, and training program participation by PATCO, for each job classification.

EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**

**PROGRAM ANALYSIS**

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**III. PROGRAM EVALUATION - PAGE 3**

4. In addition to the review of employment information, the Command EEO Office conducts annual on-site program evaluations of subordinate activities. All aspects of EEO/AEP management are assessed including the surveying of EEO counselors, EEO officials, personnel officials, managers, supervisors, and employees. Questionnaires are used to assess attitudes and perceptions, supplemented by individual and group interviews. A written narrative of the program evaluation is prepared for the activity and command Headquarters for input into the command program evaluation. On May 19, 1987, the Equal Employment Opportunity Commission performed an on site AEP program review of US Army Garrison, Vint Hill Farms Station, a subordinate activity of this command at that time. The results of the review indicated that systems in place at that time for monitoring and evaluation were satisfactory. However, it was recommended that the EEO Officer request an automatic generation of personnel data on activities for monitoring purposes. This recommendation has been taken into full consideration in the development of this plan and the offices involved have corrected observed deficiencies.

5. EEO committees provide another forum for monitoring and evaluating the Command AEP progress. Under the supervision of the special emphasis program managers, EEO committees provide an important link in formulating, implementing, and evaluating AEP policies. The Command Federal Women's Program Committee is a particularly outstanding example. The membership consist of top management officials, and a cross section of employees and soldiers including the Chief of Staff as committee chair. Divided into subcommittees, members are encouraged to focus on specific AEP areas and issues. This committee provides a unique management/employee perspective on AEP, and consults with the Command FWP, EEO Officer, Personnel Officers (military and civilian), and other management officials directly in developing and adopting strategies for overcoming employment barriers impacting on women and minorities including women soldiers.

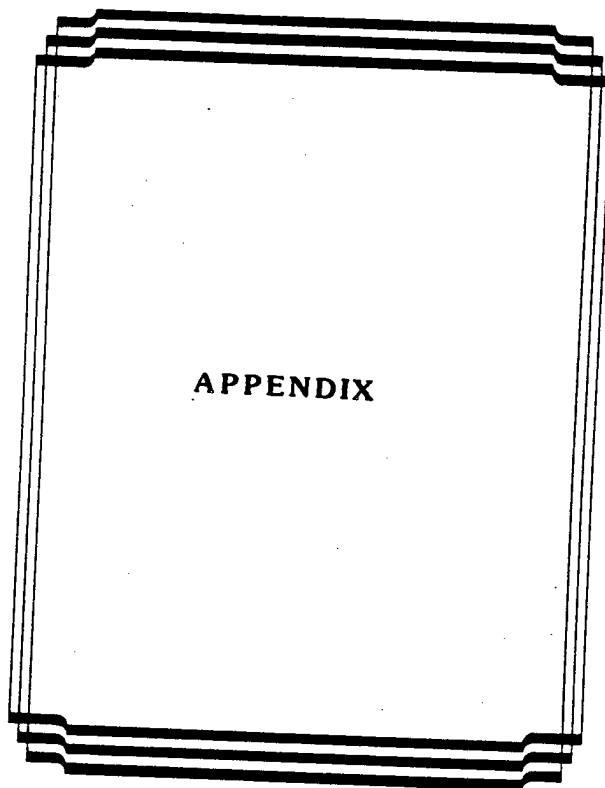
EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN****PROGRAM ANALYSIS****III. PROGRAM EVALUATION - PAGE 4**

6. The assessment of complaints of discrimination is another step in evaluating the Command AEPP. Complaints are analyzed quarterly and reviewed by the EEO Staff and Command Group as part of the Command Review and Analysis Program. The results of this analysis provides input into the evaluation of the Command AEPP. The work force is kept apprised of the discrimination complaint procedures and updated on changes as necessary. The EEO Staff utilizes EEOC complaints Procedural Manual and Army Regulations incorporating these procedures, all of which is made available to employees who wish to file a complaint.

7. The above components constitute the command monitoring and evaluation system, utilized by the Command EEO Office to conduct internal evaluations of EEO/AEP progress and accomplishments. The Chief of Staff has overall responsibility for conducting program evaluations, utilizing EEO Staff, and Civilian Personnel Staff as members of the review team. The annual review includes assessments of all components addressed above to include: (1) the effectiveness of the joint planning for affirmative employment on the part of Civilian Personnel, Budget, and Other management Staff; (2) the extent to which identified barriers to representative employment are relevant and within control of the command; (3) the effectiveness of innovative staffing techniques and revisions to command selection procedures, as they relate to such barriers and; (4) the effectiveness and value of EEO Officers reviewing proposed selections for positions where there is an manifest imbalance. A report will summarize in narrative form the trends reflected in the employment data, any apparent reasons for gains or losses, and recommendations for addressing problems of manifest imbalance.

EEOC FORM 566 (8/87)



## DEFINITIONS

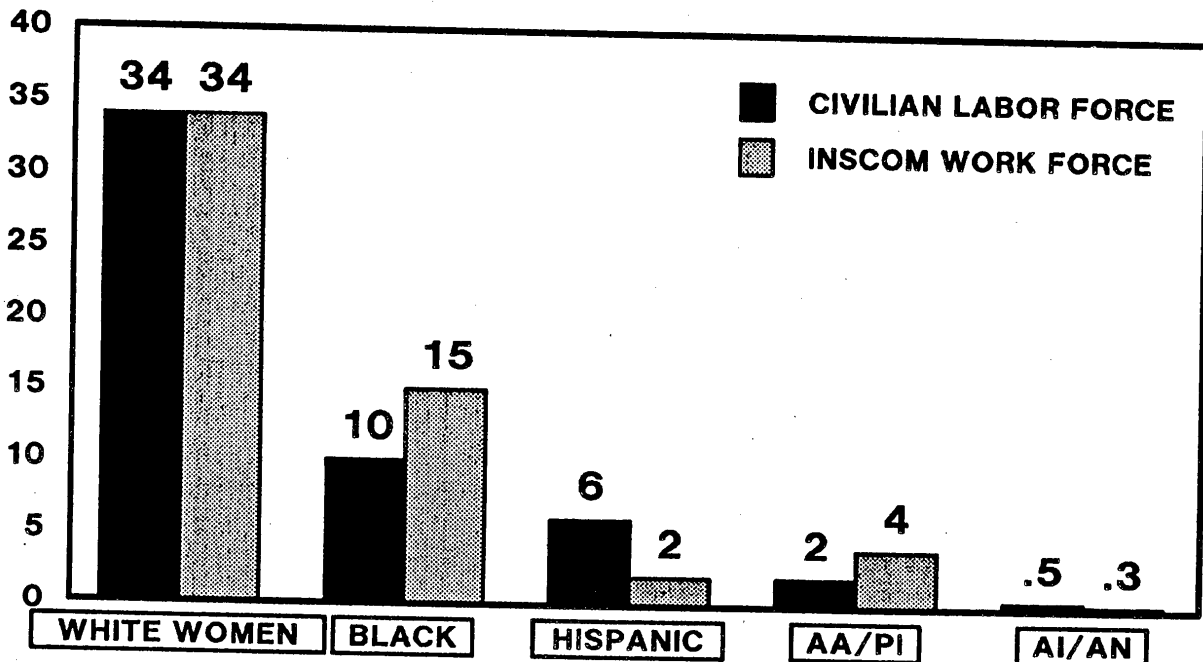
1. **Action Item.** Clearly identified step to the attainment of an objective.
2. **Barrier.** Personnel principle, policy, or practice which restricts or tends to limit the representation employment of applicants and employees, especially minorities, women and individuals with handicaps.
3. **Problem.** A situation that exists in which one or more EEO groups do not have full equal employment opportunity.
4. **Civilian Labor Force.** Persons, 16 years of age or over, excluding those in the Armed Forces, who are employed or seeking employment.
5. **EEO Groups.** Black, Hispanic, Asian American/Pacific Islander, American Indian/Alaskan Native and White males and females.
6. **Manifest Imbalance.** Representation of EEO groups in a specific occupational grouping or grade level in the command's work force that is substantially below its representation in the appropriate CLF.
7. **Conspicuous Absence.** Particular EEO group that is nearly or totally nonexistent from a particular occupation or grade level in the work force.
8. **PATCOB.** Acronym for Professional, Administrative, Technical, Clerical, and Other White-Collar occupational categories.



**EEO OFFICE**

**12 FEB 88**

# CIVILIAN LABOR FORCE VS INSCOM WORK FORCE FY 87



**NOTE: HISPANIC EMPLOYMENT IS 4% BELOW CLF GOAL**

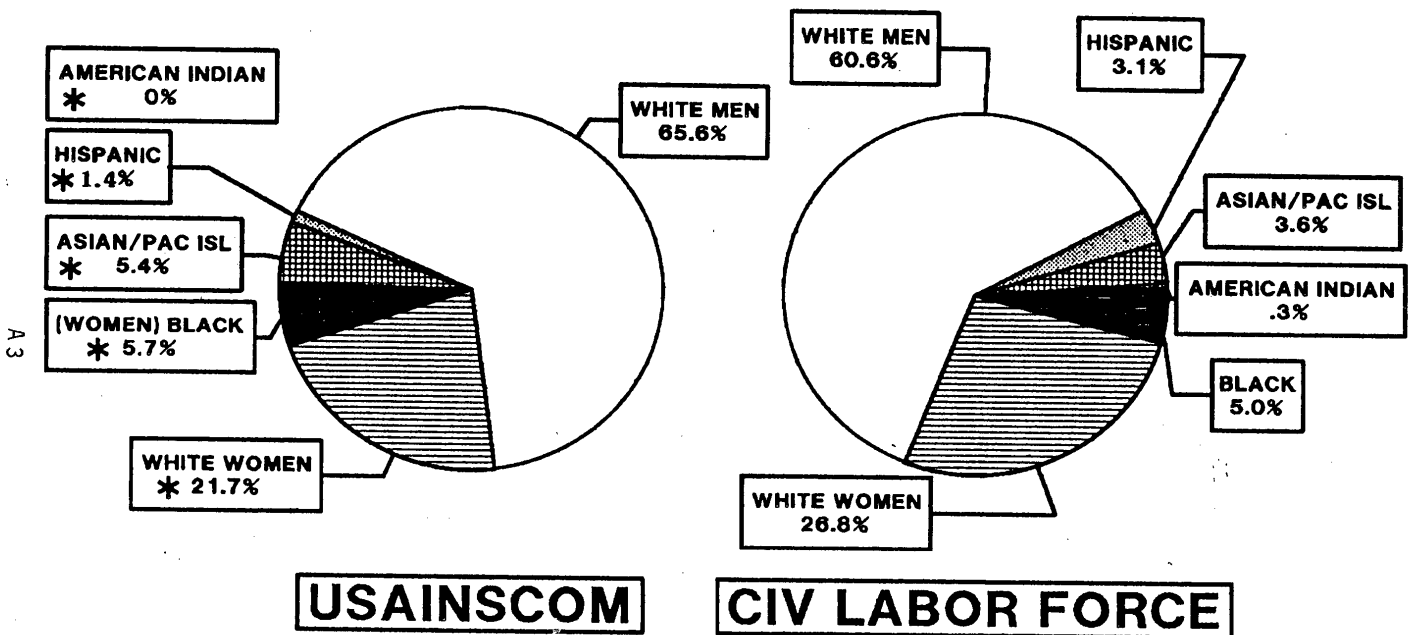
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**EEO OFFICE**

**12 FEB 88**

**PROFESSIONAL CATEGORY**

**• 69 EMPLOYEES**



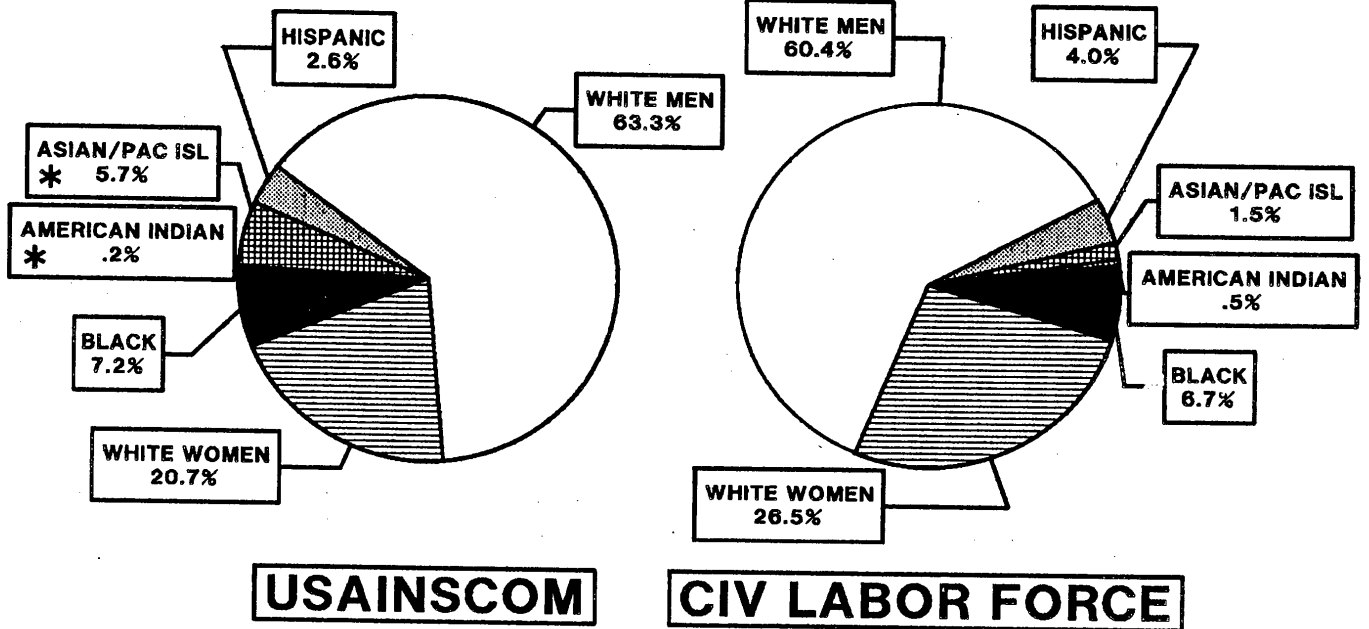
**\* INDICATES UNDERREPRESENTED GROUPS IN THE WORK FORCE COMPARED TO CIVILIAN LABOR FORCE STATISTICAL AREA.**

**EEO OFFICE**

**11 FEB 88**

**ADMINISTRATIVE CATEGORY**

● **1,029 EMPLOYEES**



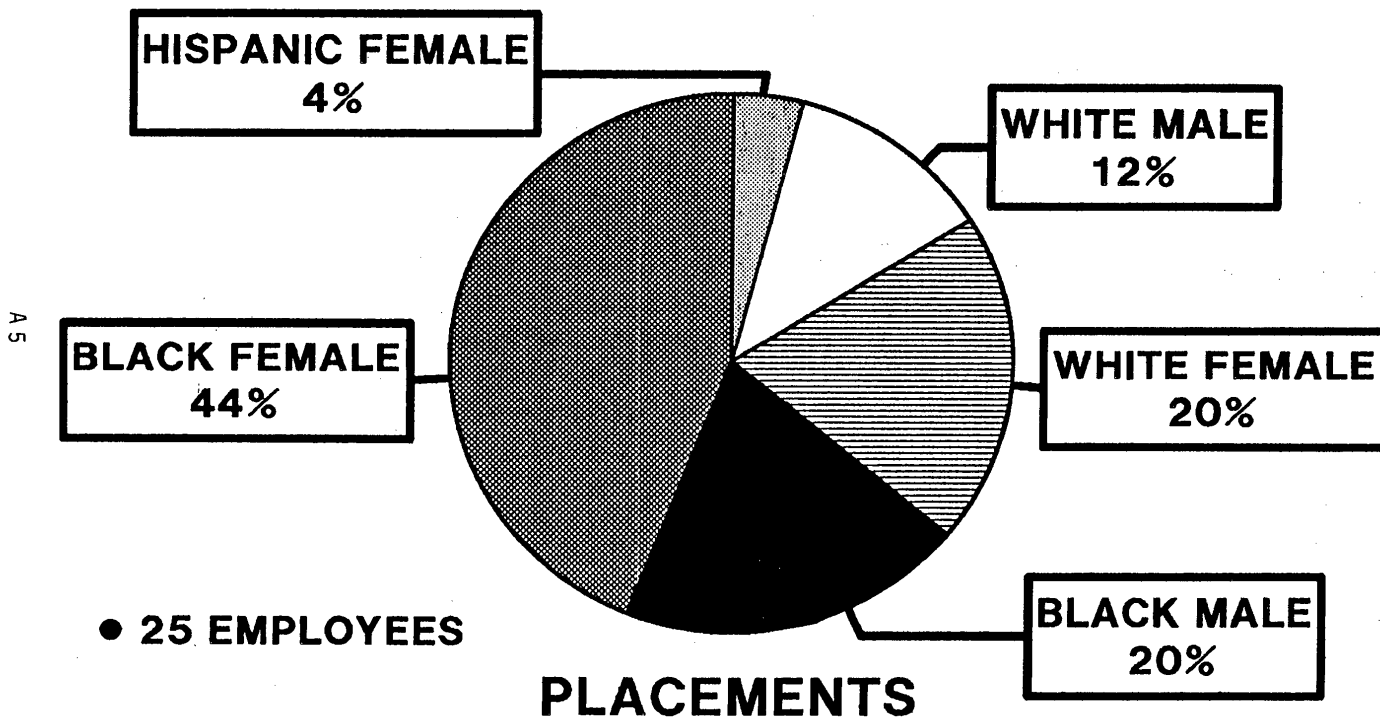
\* INDICATES UNDERREPRESENTED GROUPS IN THE WORK FORCE COMPARED TO CIVILIAN LABOR FORCE STATISTICAL AREA.

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**11 FEB 88**

## **BACCALAUREATE COOPERATIVE EDUCATION PROGRAM**



One of the primary vehicles used within USAINSCOM during FY 82 - FY 87 to achieve affirmative employment goals was the Baccalaureate Cooperative Education (BCOE) Program. During this period, USAINSCOM recruited from eleven college/universities to include four Historically Black Colleges and one predominantly Hispanic College. A total of twenty-five students have completed the program and were placed in either intern positions or technical positions within the command or Department of Army.