APPENDIX 2. EQUAL EMPLOYMENT OBJECTIVES

1. INTRODUCTION. Criteria have been established to assure that In-House EE Plans will have goals meaningful and quantifiable in the achievement of equal employment opportunity. These same criteria provide a basis for a continuing review and measurement of the performance and effectiveness of each organizational entity and establish the means for setting forth specifically the Department's equal employment objectives.

2. PROBLEM AREAS. There are four commonly apparent symptoms of inequality of employment opportunity to be addressed immediately where they exist by all organizational entities.

   a. An Overall Minority Employment Problem is indicated by the absence of a representative number of minority employees in the work force.

   b. A Minority Distribution Problem is indicated by the concentration of minority employees in a few grade levels and/or job types.

   c. A Distribution of Women Problem is indicated by the relative absence of women in professional or other higher grade positions.

   d. A Specific Distribution Problem may exist when any of the following characteristics is in evidence.

      (1) Absence of minorities or women from three grade levels most common to the operation.

      (2) Absence or under-representation of any significant minority group in the whole work force or any separate identifiable part of it.

      (3) Concentration of minority or female employees in a grade level, job type or specific operation.

3. SELECTION OF LONG RANGE DESIRED PROFILE AND ESTABLISHMENT OF ANNUAL PLANS.

   a. Review of the statistical profile of an organizational work force will indicate patterns or practices which may be impeding employment opportunity in that organization.

   b. Problem areas will reflect, statistically, the difference between a current profile and an attainable, future Long Range Desired Profile, which by taking corrective actions, will

eliminate the specific problem and, by definition, reflect increased equal employment opportunity. The corrective action possible within the next twelve months, to show maximum measurable progress within that period, become the Plan potentially achievable within one year, or the annual In-House EE Plan for that filing period.

c. Distinction Between Plans and Quotas. The principles outlined in the handbook must be achieved within the framework of merit principles. It in essential that the statistical Plans be accomplished with due regard to the statutory and regulatory provisions governing appointments and promotions in the Government service. These Plans must not be construed as quotas to be accomplished without regard to such provisions.

4. PROBLEM OF OVERALL MINORITY EMPLOYMENT - SELECTION OF LONG RANGE DESIRED PROFILE. In order that it can plan and administer its problems to meet real needs, and relate to the community it serves, the Department must be represented as an equal opportunity employer. Each Plan Officer must determine for his office, given current and anticipated turnover rates and new positions, what the eventual equal employment opportunity representation of minorities and women in his work force should be. This is his Long Range Desired Profile.

5. PROBLEM OF MINORITY DISTRIBUTION. The grade level range selected as a basis for determining the Problem Areas for Overall Minority Employment, will also provide the basis for addressing problems of Minority Distribution. Three broad categories, GS-1-6, GS-7-11, GS-12-15, should each have similar minimums of minority representation in their personnel.

6. PROBLEM OF THE DISTRIBUTION OF WOMEN. To facilitate the consideration and inclusion of women in the professional/technical work force and assure their equal opportunity to progress to higher levels of authority and grade, the Department, in order to bear equally on all of its organizational entities, has established a basis for determining future departmental profiles. The grade level range identified as the basis for determining the Problem Areas in paragraph 5 above in applicable.

7. PROBLEMS OF SPECIFIC DISTRIBUTION. Problem of Specific Distribution will be identified by the absence of minorities or women from any given grade in the work force, or the concentration of minority or female employees in a grade level or job type. Good judgment will be required in the setting of annual Plans to address Specific Distribution problem within each reporting period. Studying the computer printouts for the office will reveal to

the Plan Officer less obvious degree of exclusion, limitation, or oversite which conscious personnel efforts easily can correct. Determining the presence of various minority groups in the SMSA's minority population will help determine the problem areas and, based on these and the Long Range Desired Profile, the annual projections.

8. FORMULATING IN-HOUSE EE PLANS. A Plan Officer will formulate and submit the EE Plan for his operation. Each Plan Officer must establish Long Range Desired Profiles for each of four separate problem areas. Each profile must include annual projections as well as the planned actions and the rationale for their use as means of attaining the objectives.

   The types of problems which exist, their magnitude and the pace at which they will be resolved will all be reflected. The successive filing of Plans provides the measurement of progress by a comparison of any two Plans of an office in sequence. The statistical identification of current problems in the annual In-House EE Plan is itself the major basis for judging compliance or good faith efforts. Any documentation or background data indicating unforeseen circumstances which may have made full compliance with the last Plan impossible are invited as part of the filing of the annual In-House EE Plan.

9. PROGRESS REPORT ON IN-HOUSE EE PLAN.

   a. In order to carry out the review responsibilities of evaluating the effectiveness of EE Plans, a progress report will be forwarded quarterly to the Assistant Secretary for Equal Opportunity. A format EE 06-0010R) is attached as Appendix 3. The progress report for each Region will cover the Regional Office in Column (1) as well as the separate progress reports of each Area and Insuring Office in the Region Columns (2-13). Each of these offices should be listed separately where indicated on the form.

   b. Offices in the Central Office which are responsible for filing more than one Plan, per paragraph 7b(1) of Handbook 713.2 REV., similarly should report progress of each subordinate filing office separately.

   c. Preparation of the progress report should be as follows:

      (1) Annual projections for minorities and women for the various grade ranges should be listed as shown in each EE Plan. Show the number of minorities and women actually employed at the end of the reporting period including total clerical

and para-professional employees in the GS-7/11 level in the parenthesis. The change from the last reporting period should be shown on the line, "Chg. Since Last Report."

(2) Under "PROMOTION" the total number of promotions for each office for the reporting period should be listed irrespective of grade level. Separate entities should be made to indicate the number of minorities, including minority women, receiving promotions and the number of women receiving promotions.

(3) Under "UPWARD MOBILITY TRAINING" (as described in Appendix 4 of Handbook 713.2) also show the total minority and women employees currently involved in such training.

(4) The report should be signed by the Regional Administrator or, in Central Office, by the appropriate Assistant Secretary or Office Head.

(5) Employment Distribution - Show the total number of female/ male employees in each grade level by the established Civil Service Commission codes 1-7.

d. Reports are to be submitted quarterly and are due 15 days following the end of each quarter.

10. RESERVED.