
CHAPTER 4. SPECIAL EMPHASIS PROGRAMS

Special Emphasis Programs are employment related programs which focus special attention on certain specific groups as a result of a particular law, regulation, or Executive Order.

4-1. Objective.

The objective of Special Emphasis Programs is to identify and neutralize any possible myths or stereotypes associated with women employees, to inform managers and supervisors of current EEO laws and their requirements, to encourage pursuit of aggressive affirmative action, to educate managers and supervisors on FWP goals and objectives, and to assist women in acquiring the self-confidence, knowledge, skills and abilities necessary to become more productive career employees.

Managers and supervisors are responsible for encouraging all employees toward self-development and for ensuring that EEO principles are adhered to throughout their units. If it should appear that women employees have received disparate treatment in the exercise of these management responsibilities, FWP Managers and Coordinators should work with the Director of the Affirmative Employment Division in Headquarters or the Regional Affirmative Action Manager, personnel officials and program managers at all levels in developing and presenting appropriate awareness programs. A means of accomplishing these objectives is through Special Emphasis Programs.

4-2. Planning.

Headquarter's Coordinators and Regional FWP Managers and Coordinators have primary responsibility, along with the National FWP Manager, for planning special Emphasis Programs designed to enhance the knowledge, skills and abilities of women in the Department. These individuals, in addition to any committees established, are also responsible for planning activities in observance of National Women's History

Month for their respective jurisdictions. It is recommended that any activities planned be coordinated with other employee organizations, recognized labor unions, personnel offices, and the Employee Assistance Program Staff to include their interests and to avoid duplication of effort or scheduling conflicts.

4-3. Funding.

Funding for these programs may be provided from each Regional Office component's budget. In Headquarters, funding is provided under the budget allocation for the Office of Fair Housing and Equal Opportunity. The need for funds for special emphasis activities, training and training-related travel should be identified during the budget planning process and submitted for approval to the appropriate official.

4-4. Programs.

Following are examples of Special Emphasis Programs which may be used by the Manager and/or Coordinators. These examples are meant only to be illustrative and should in no way limit the range of programs for this type of concern:

- A. Management Awareness Programs may be included as a part of Basic Supervisory and Management Training courses. The following areas may be covered:
- (1) the purpose, structure, and objectives of the Federal Women's Program;
 - (2) the possible stereotyping of women employees;
 - (3) the effects of discriminatory attitudes, and sexist language and actions;
 - (4) the current EEO laws and their requirements;
 - (5) the aggressive implementation of Affirmative Employment Program Plans; and

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- (6) Sexual harassment prevention.

- B. Employee Awareness Programs are general awareness programs for all employees and may consist of films, speakers, panels, skits, seminars, or workshops. The FWP Manager and/or Coordinators should maintain a file of knowledgeable persons both in and out of the Department to be speakers, serve on panels and to conduct seminars. To aid in organizing interesting programs, FWP Managers and Coordinators may poll women on their preferences and suggestions for activities. After evaluating the results, they may plan activities based on the major concerns of the women. The frequency of these programs is determined by the availability of materials, time, funds and personnel.
- C. Career Related Programs are specific programs which may be designed and instituted to help stimulate women's initiatives and build their self-confidence, knowledge, skills and abilities in seeking career advancement. A series of programs designed to answer women's questions about the Department and its functions will provide women with a clear view of available career possibilities. Other programs concerning personal assessment, goal setting, and the benefits of upward mobility programs also aid women in becoming career motivated. FWP Managers and Coordinators may also work with their training officers and, if appropriate, with outside sources to develop training programs in skills upgrading which are particularly valuable in upward mobility efforts; e.g., communications skills and self-development.

4-5. Materials.

In order to conduct or assist in conducting supervisory or management training which addresses the FWP and the problems of working women or any other related training or programs, FWP Managers and Coordinators should assemble a standard selection of materials for their or any other person's use in

conducting such training. Information and resource materials may be gathered from the Office of Personnel Management (OPM); the Women's Bureau of the Labor Department; publications by Federal agencies or

private women's organizations; Federal employees' unions; universities; speeches; newspapers; magazines; and films. Accurate information on the laws and regulations governing the FWP and EEO are particularly important.

4-6. Other Government-wide Special Emphasis Programs include:

- A. The Hispanic Employment Program - established initially by Presidential directive as a sixteen-point program for Spanish-Speaking Americans (1970), this program was designed to assure consideration of the needs and problems of persons of Hispanic origin in all aspects of Federal personnel management. (See HUD Handbook 8051.1, Rev. 1, Hispanic Employment Program, for further information.)
- B. The Veterans Employment Program - is directed at assuring that all veterans, particularly Vietnam-era and disabled veterans, have the full measure of employment in the Federal service. The Department's Disabled Veterans Affirmative Action Plan (DVAAP) is developed by the Affirmative Employment Division.
- C. Federal Equal Opportunity Recruitment Program (FEORP) - a program requiring agencies to implement targeted recruitment programs designed to eliminate manifest imbalances or conspicuous absences of minorities and women in the various occupational areas and grade levels of employment. When manifest imbalances or conspicuous absences are identified, a FEORP Plan is developed to target internal and external recruitment to eliminate manifest imbalances and/or conspicuous absences in the work force. (The FEORP is developed by the Affirmative Employment Division.)

Federal Women's Program Managers can assist in carrying out the objectives of the FEORP by:

1. Assisting in the development, monitoring and evaluation of the FEORP and recommending modifications.

2. Stressing to managers and supervisors the use of special appointing authorities, such as those for disabled veterans and other disabled individuals.
3. Assisting in the recruitment of women by:
 - a. establishing and maintaining applicant files (these files are informal files containing applications of individuals interested in employment with the Department, they are in no way to be considered official files);
 - b. maintaining information on all announced position vacancies within the organization in order to make referrals to women who may qualify;
 - c. periodically reviewing organizational recruitment mailing lists to ensure that they contain accurate and up-to-date information on women's organizations, institutions, and schools.
 - d. maintaining contact with national and local organizations, institutions, community groups and programs that will serve as sources of applicants.