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U.S. Department of Energy  
Office of Equal Opportunity *9508534*

# Equal Employment Opportunity Conference Summary Report



August 1978

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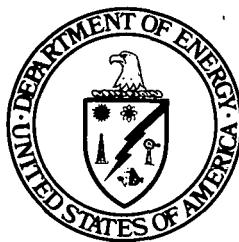
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**U.S. Department of Energy  
Office of Equal Opportunity  
Washington, D.C. 20545**

**Equal Employment Opportunity Conference  
Summary Report**



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**August 1978**

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Department of Energy  
Washington, D.C. 20545

TO THE PARTICIPANTS IN THE EQUAL EMPLOYMENT  
OPPORTUNITY CONFERENCE

Ramada Inn, Rosslyn, Virginia  
May 9-12, 1978

I am indeed pleased that the first Departmentwide EEO Conference was considered a success by most participants. This success was largely due to the efforts of a small group of dedicated individuals in Headquarters and the field who worked tirelessly as a team, as well as the strong support provided by top DOE officials. Additionally, every Field Office was represented by one or more Equal Opportunity officials.

The conference was designed to provide a forum for the interchange of information, policy, and procedural guidance and to provide the EEO staff a better understanding of their role in implementing the EEO program. I believe these objectives were accomplished, but a greater task is still before us.

Until women and minorities are represented throughout the total management structure of DOE, in every area where policies are either formulated or implemented, we will never attain the true reality of equal opportunity.

The valuable information that was shared at the Conference will enable us to provide you with comprehensive guidance and assistance in the implementation of the Equal Opportunity Program throughout DOE in the next few months.

*Marion A. Bowden*  
Marion A. Bowden, Director  
Office of Equal Opportunity



Department of Energy  
Washington, D.C. 20545

REPORT ON DEPARTMENTAL EQUAL EMPLOYMENT OPPORTUNITY CONFERENCE  
MAY 9-12, 1978  
RAMADA INN, ROSSLYN, VIRGINIA

**Conference objectives:**

To provide an opportunity for all DOE employees with EEO functions to meet and organize a comprehensive departmentwide program.

To provide a forum for the interchange of information, policy and procedural duties in DOE.

To provide EEO staff a better understanding of their role in implementing the EEO program.

A recorder was assigned to each panel and workshop that was scheduled during the conference in order that a comprehensive postconference report could be published.

The following reports and recommendations are provided for consideration:

Recruiting, Staffing, and EEO Participation on Ranking Panels

We do not have all the answers at this point. Being a new Department, it is going to take some time to develop all the programs and policies and guidelines. We want to share with you from the Department's point of view what we have and what you can expect in the way of programs and guidelines in the future.

The following is an update on where we have been in the past 8 months.

Mr. Schlesinger said in September he did not expect over the course of the next several years any significant increase in staffing levels. Therefore, if we are to make any significant progress in terms of representation of women and minorities within the Department, we must begin now. Now is the time that we have vacancies. We may not have them in the future.

A major accomplishment for DOE was that on October 1, 1977 approximately 20,000 employees were brought together under one department. No one was lost from the payroll--everyone received a paycheck. Everyone was placed into legitimate positions either through permanent assignments or details.

The Department issued, as one of its first policy statements, the Merit Staffing Program. The program allows flexibility to the field and headquarters in terms of how to go about filling positions. Most field organizations and headquarters agreed essentially that they would limit the competitive actions to in-house placement actions and to be free to go outside to use CSC and other sources for employment purposes. The Department is a competitive agency, it uses competitive processes. There is a lot of flexibility in the use of the traditional approaches available in identifying candidates and bringing them into the system.

The Department is in the process of developing, publishing and disseminating policies that will enforce these kinds of activities, although they are well defined in the Federal Personnel Manual.

We now have, in process, statements on:

- o Intergovernmental Personnel Act
- o Employment in Excepted Services
- o Part-time Employment
- o Coop Education
- o College Recruitment Brochure--tells what the Department policies are and the kinds of positions we are looking to fill.

Recruitment need not wait for these policy statements. These are ongoing traditional functions. All new programs that are available, such as the Sugarman Plan, will be used and any flexibilities that can be obtained from the CSC will be used.

Recently, the CSC announced plans to get out of business of examining for Grades 14 and 15. The Department soon may be required to set up a board of examiners and examine its own candidates at these levels.

Headquarters has identified 1,000 vacancies that are currently available. Those vacancy announcements are being shared with minority and women's groups and have been asked to refer candidates to us. The traditional method of recruitment is also being used. Recruitment is also being conducted at all major minority and women's conventions. Plans are now underway for EEO specialists, personnel specialists and managers to represent the Department at such conventions as: IMAGE, NAACP, and FEW just to mention a few.

All we need now, as Mr. Heffelfinger said (Tuesday), May 9, 1978, is to have the hiring officials hire the people we have identified.

Field Experience in Regard to Recruitment and Placement

Bonneville Power Administration (BPA) approach may be different than some but in general the techniques are common.

There is a need for EEO Office and Personnel Office to work very close together.

BPA established a weekly meeting between the EEO Office and the Personnel Office. Used the process to spark each other into thinking of different ways of doing things--different ideas of how to get women and minorities on board in non-traditional-type jobs.

BPA maintains a list of status and non-status women and minority applicants for non-traditional jobs.

A personnel specialist is assigned to each applicant to find ways of placing these individuals.

Level of appointment at the given time is discussed and what the prospects are for the individuals.

There is a standing rule in BPA from the Personnel office that the EEO Office or someone they designate can participate on any selection panel. We have jointly agreed that whenever there are minority or women candidates in consideration for non-traditional-type positions that EEO or their designee will participate. We also have an agreement with our Union representatives where they may participate whenever we use a subject matter specialist. We find this agreement works quite well.

Recruitment efforts are made jointly. A team effort in other words. A representative from management is included.

Visit colleges regularly. We look for direct hires upon graduation and for people to participate in the Cooperative Education Program. This program has been quite successful.

Expect to use the Graduate Program when you go out and make an agreement with the student and have the individual work in your organization and upon graduation convert to permanent position within the organization.

Another method used is the minority pool. Hire people when they are available in advance of any vacancy. We know generally where our vacancies will be. An agreement is made with managers with regard to selecting people into these positions. We use positions other than permanent for this purpose. The people are hired as permanent employees and are available for placement into these jobs as they become vacant. These are normally entrance level positions. If above entrance level, candidate must compete.

We have found that a way to approach selecting officials in considering women and minority candidates for non-traditional positions is that it helps to put them on notice that if they do not select that individual, they must justify, in writing or orally, why they passed over this individual.

It is essential that Personnel and EEO Office work together. Team approach is a very successful tool. Get into each other's business as much as possible. It is a profitable way to find new techniques to foster an Affirmative Action Program.

There are three key positions that share the responsibility for making the system work from recruitment and staffing standpoint. They are:

1. Line Managers--They need to understand their role and responsibility for personnel management and accept the fact that recruitment and selection and equal employment responsibility is an extension of their jobs.
2. Personnel Office--Responsible for staff advise and assistance, provide technical expertise, develop selection criteria, work together.
3. EEO Office--Promote equal opportunity in employment and personnel policies and practices. Oversee agency programs, EEO programs, etc.

The EEO Office, Line Managers, and Personnel Office need to come together in terms of the planning process--identifying what the needs are, identifying sources of candidates, making sure the process works.

The real essence is that each person understands what his role and responsibilities are and accept that role and responsibility and work together.

Employee Career Development and Upward Mobility

The DOE training is divided into three parts each with their own budget.

1. Field Operations
2. Headquarters
3. Division of Employee Development and Training

The total budget is \$3,259,340.

The final training directive will be issued in July with major emphasis on decentralization.

The Career Development Program will be finalized in the near future and will be included in the Training Chapter of the DOE manual. The formal Career Development Program will be concentrated on specific occupational areas. Currently, underway is a program for the procurement series. The next occupational areas will be EEO and Personnel Management series.

Within the next several months there will be a Cross Training Agreement for EEO and Personnel employees, a Formal Training Agreement and an Upward Mobility Plan. Within these policy statements field installations will have authority and latitude in developing their own programs.

EEO Councils/CommitteesThe Federal Women's Program Advisory Council (FWPAC) Headquarters

With respect to the Federal Women's Program Advisory Council (FWPAC), the focus was on the following questions submitted by our colleagues in the field:

What functions are these committees performing in the DOE offices?

How should these committees be organized?

Do these committees create more problems than they solve?

Why have these committees?

The FWPAC is a major component of the Department's commitment of resources. It supports the Program's objectives through: continuous

review of employment profiles; training analysis and assistance; informational programs for employees; and provides information and assistance to management concerning employment of women. Each Council member is responsible for a particular functional responsibility and is assisted by interested employees who serve in work groups for specific tasks. For example: one group is involved in Resources Utilization. This is broken down into the following projects: Statistical Analysis, Talent Bank, Part-time Employment. Another group is involved with Training and this is concerned with the analysis of training and program development. Communications is handled by another group and is concerned with Newsletter and Publicity. We also have a Career Development Project. We presently have two convenors - one in Germantown and one at 20 Massachusetts. Their responsibilities are to advise FWPAC members of meetings, locations, agenda, etc.

They are also responsible for presiding over the meeting at their respective locations.

The FWPAC was organized by the Federal Women's Program Manager for DOE, Mitzi Anderson. The FWPAC is comprised of a cross section of DOE female and male employees of all minority classes at Headquarters and consists of professionals and secretarial-clerical employees. Our FWP Manager selected the members of the FWPAC in the same manner as she would have selected applicants for a job. Her main consideration was that the committee be representative of all the women in DOE, and that these selections would contribute to the overall objectives of DOE's Federal Women's Program.

As to whether or not this committee creates more problems than it solves....It has been a very productive committee. It has enhanced training and has been instrumental in setting up within DOE a Career Advisory Program. The training programs initiated by the FWPAC and the Career Advisory Program have and will be of benefit not only to women, but to men as well.

The FWPAC has many positive values to our FWP Manager, and the EEO program. It provides input from women in various areas within DOE and not only brings information but prevents problems from becoming too difficult to handle in a productive way. For women themselves, it gives them an opportunity to function as leaders, to take initiative, to have some "hands-on-training", and provides role models that would not ordinarily be accessible in the day to day job environment.

The FWPAC provides a support system for women.

It would be impossible for the FWP Manager to carry out the functions that the FWPAC does. Management's support of the FWPAC gives the FWP

Manager the mechanism to move ahead with her work and provides her with necessary resources to do her work. In announcing the membership of FWPAC to all employees at Headquarters on April 3, 1978 in Announcement No. 18, Management affirmed its support of this program and stated that all supervisors and all employees have a responsibility for this program as well.

EEO Plan of Action Committee

Albuquerque Operations Office

Each year the Manager appoints an EEO Plan of Action Committee. This committee is responsible for writing and obtaining approval of the Agency's fiscal year Affirmative Action Plan.

The members consist of the Area Officer Manager, Assistant to Manager for EEO, two Division Directors, the FWP Coordinator, the Alternate FWP, the HEP Coordinator, and the Director of Personnel as consultant.

The responsibility of this committee is to make the Agency assessment and put together all required statistics and other elements of the plan of action.

The committee's primary responsibility is to discuss the draft, provide and screen initial input. After this is done, a draft of the plan is furnished to employees, Union and community groups for review and comments. When these come back the committee meets again to discuss and screen comments. When this is completed, the committee compiles the final plan and submits it to the Director, Dallas Region, USCSC for approval. The committee works on a timetable and has been very effective. ALO is recognized by the Dallas Region as having one of the best plans in the region and they have used it as a model for other agencies.

This committee is very effective in that it serves as a training and awareness vehicle for key officials. This direct involvement also increases their commitment to EEO. Generally appointment is made of those key officials who need the training and whose EEO posture is weakest.

Other committees used by the Albuquerque Operations Office include:

- a. FWP Advisory Committee
- b. FEB EEO Association Committee
- c. American Indian Task Force

Affirmative Action Advisory Committee

## Nevada Operations Office

The members consist of the Assistant Manager for Administration, Director of Organization and Personnel, Federal Women's Program Coordinator, Hispanic Employment Program Coordinator, and two employee representatives.

The Committee acts as an advisory body, and meets once a month to discuss employee concerns, review affirmative action efforts of the various divisions, and provide input on the EEO Program to the Manager.

This committee is very effective despite its advisory role because the Nevada Operations Office Affirmative Action Plan is developed by each of our three Assistant Managers and their division directors. These managers and supervisors have the primary responsibility for carrying out their "mini" affirmative action plans not the committee - nor the FEPC - nor the HEPC.

Opportunity Development Council (ODC)

## Nevada Operations Office

About 7 years ago the Nevada Operations Office and its prime contractors formed the Opportunity Development Council (ODC). The Nevada Field Office Manager, the Assistant Manager for Administration, and the Chief Executive Officer of each contractor make up the ODC.

Through the Council Nevada's contractors have in a cooperative fashion implemented a community outreach program. For some 5 years the ODC has maintained a contractual arrangement with three community organizations for employment referral and one for minority business enterprise development.

The ODC has been instrumental in developing a viable outreach program and the results are evidenced by the excellent affirmative action efforts of Nevada's contractors.

Southern Nevada Federal Executive Association

## (SNFEA) - Nevada

There are some 30 federal agencies in the Las Vegas area; while not officially chartered by the Civil Service Commission, the Southern

Nevada Federal Executive Association (SNFEA) is chartered to assist member agencies to fulfill their agencies goals and objectives through cooperation and collaboration. Among the SNFEA's subcommittees is the EEO committee. The committee is composed of EEO officers, personnel officers, FEPC's, and HEPC's. The committee meets quarterly and more often, if necessary. Activities have included career days at local high schools, a community wide EEO conference and professional training in EEO for committee members.

Headquarters Affirmative Action Advisory Committee (AAAC)

While an AAAC has not been formally established in Headquarters, DOE, an overview was given on its establishment and functions in ERDA, one of the predecessor agencies.

In 1971 the general manager announced the formation of the Headquarter's Affirmative Action Advisory Committee (AAAC). The AAAC membership included minorities and women members answerable to management and therefore free to assist management by reviewing, criticizing and recommending in all areas bearing on EEO affirmative action. The committee met with top management, for example:

On November 23, 1971 the committee met with Secretary James Schlesinger, (presently DOE Secretary) in his capacity at that time as Chairman of the Atomic Energy Commission. Chairman Schlesinger stated on that occasion: "EEO was the goal of the Government because it was the Johnson Administration's desire for positive action in this area but also because it was the right thing to do". The committee's recommendations were well received and at the end of the meeting Secretary Schlesinger welcomed further recommendations from the committee.

Some of the recommendations submitted to the predecessor agencies are as follows:

1. Review management's goals and timetables for numbers by grade of minority and female employees, and establish procedures for reviewing progress at periodic intervals.
2. Vigorously apply career plan methodology for all female and minority employees.
3. Provide management training and executive development courses to all interested female and minority professional employees.

4. Make use of lateral transfers of minority and female professional employees to positions of increased responsibility and authority to provide inservice training for executive development.
5. Ensure that EEO performance is an important element in the periodic evaluation of job performance of supervisors by top management.
6. Institute a comprehensive system of awareness training for all managers and supervisors. The training is to be conducted by qualified professionals retained from outside the Agency.
7. Assign the Director, Office of Equal Employment Opportunity, as a full member of the Executive Manpower Resources Board.
8. Assign increased resources to the Office of EEO including increased staff and consulting services of exceptionally qualified individuals outside the Agency.
9. Prohibit management personnel from abdicating any of their EEO responsibilities by delegating duties to their assistants.
10. Schedule a Commission executive session with those division and office directors and AGMs whose EEO progress has been insignificant in recent years.
11. Develop a mechanism for involvement of the Executive Manpower Resources Board in the employees selection process for all vacancies at the GS-15 level and above to assure adequate consideration of minorities and women.
12. Ensure that the Division of Personnel hires and uses minority and female recruiters and makes use of expanded EEO staff resources (number 8, above) to increase the number of locations to be recruited for minority and female professionals.
13. Request semiannual progress reports on minority and female employment within the Agency, categorized according to grade level.

To assure affirmative action continuity by building on past initiatives and commitments, a letter was sent to Mr. William P. Davis, Headquarters EEO Officer requesting a meeting in December 1977. Mr. Davis's response on December 30, 1977 stated that DOE planned to "evaluate the need for an Affirmative Action Advisory Committee at Headquarters." Mr. Davis also stated that a strong interim management directive was being drafted to establish percentages of minority hires and promotions as well as the accounting for results in all future DOE personnel actions.

The above aspects of the new DOE/EEO efforts are extremely encouraging. This would be especially so when goals are effectively stated by well defined objectives as indicated in Secretary Schlesinger's initial DOE/EEO policy statement in September 1977. "Let us look at EEO on a results oriented basis--then let us move ahead with immediate, constructive and affirmative action in the areas where needed the most. I am determined that the Department of Energy have the reputation of being an Equal Opportunity Employer in the fullest sense of these words."

#### Federal Financial Assistance

An overview session was conducted by the Special Emphasis Programs Division, Office of Equal Opportunity. The discussion centered on the following points:

1. Definition of Federal Financial Assistance.
2. Review of laws (Title VI of the 1964 Civil Rights Act, Title VIII of the 1968 Civil Rights Act, Title IX of the Higher Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975) that contain prohibitions against discrimination in Federal Assisted programs.
3. Individual review by division members of activities initiated to establish the departmental program including:
  - a. Draft comprehensive regulations.
  - b. DOE guidelines for monitoring grant programs, i.e., complaint procedures, compliance program, reporting requirements.
  - c. Onsite review of regional office grant process.

- d. Development of a new applicant assurance form.
- e. Prospective training model for educating agency officials involved in DOE grants management.

Recommendations:

1. Immediate action should be taken by the Director, Office of Equal Opportunity, Directors of Administration and Personnel, and the Deputy Secretary, to provide sufficient resources (i.e., staff, travel funds, etc.) to the Special Emphasis Division, OEO, to operate the departmentwide enforcement and compliance programs involving Federal financial assistance.
2. Consideration should be given to obtaining qualified outside contractors to assist in the review process (initial program development phase) of DOE grants.
3. Resources and assistance should be obtained from other agencies that have well established Title VI/Federal financial assistance programs.
4. DOE should include, in grants to educational institutions, a stipulation that requires the educational institution to provide training (with full credit hours) to EEO personnel to aid in giving the latter training for other kinds of professions.

(The legality of recommendation no. 4 is uncertain. The question will be raised with the Office of General Counsel and Department of Justice liaison on Title VI.)

Training EEO Officials

Chairman Campbell sent a letter to the heads of Departments and Agencies in January 1978 which urges each of them to undertake a formal program of agency training for EEO officials and Personnel officials.

These efforts are being referred to as cross training because the idea is for people in the EEO function to get classroom and on-the-job training in the personnel management area and vice-versa. Agencies will use training agreements to document the training experience, with possible promotion or reassignment taking place as a result of the training.

Two primary reasons make this a good time for such techniques to be used.

1. Personnel offices are concerned about where the people will come from to fill personnel jobs over the next 5 to 7 years.
2. EEO officials will soon be classified under a new standard, with unknown implications for the grade and responsibility level of such jobs.

While most EEO officials will probably not be affected, some few may find that the standard has a negative effect on their grade level. Cross training can be used to lesson the impact of any such effect. Likewise, cross training can be used to lesson the impact of the loss of many personnel as they retire in coming years.

The FPM reference on training agreements is Chapter 271, and you will find that there is nothing new about them. We simply want to emphasize their use in a context which has often been ignored in the past.

The Civil Service Commission is trying to broaden the career mobility and opportunities for EEO specialists, but it is clear that agencies will not respond unless employees want such opportunities and press for them. Too often GS-160 jobs become dead ended, and agency merit promotion systems will not credit GS-160 experience in order to be competitive with persons in the GS-200 Personnel Management area. The new GS-160 standard will change that, because it clearly states that GS-160 experience is creditable for positions in the GS-200 series, and agencies will have to allow a greater transfer of experience than they have in the past.

We hope this will also increase the utilization of employees in these areas and broaden the too wide communications gap that now exists between EEO and Personnel.

#### EEO Plans

##### Development of Field EEO Plans

Mary Weinberger, Acting EEO Officer from Bonneville Power Administration provided various recommendations on how field EEO plans could be developed.

Request that managers meet with their Administrative Officers and supervisors to:

1. Discuss their previous year's commitments and achievements to date.
2. Review program elements outlined in the draft submitted (which will have incorporated the Department's as well as the EEO Office's input).
3. Determine the action they wish to implement in this year's plan and set their goals accordingly.

General Instruction for Submitting Goals

1. Set occupational recruitment goals (new hires) as well as "in-house" goals (employees already on the rolls).
2. Use uniformity of data in submitting goals:
  - a. Identify occupations to be filled and the number of women and minorities to be hired.
  - b. Specify separate goals for women and minorities, and identify if the goal is for women or minorities.
  - c. Submit goals for permanent appointment.
3. Establish goals on a REALISTIC basis, taking into account:
  - a. Available opportunities within their organizations.
  - b. Estimated turnover within their organizations.
  - c. Anticipated hiring.
  - d. Occupational needs.
  - e. Equal Opportunity Office review impact on total goals.
4. Identify meaningful and realistic commitments:
  - a. What the problem is, or the particular situation needing corrective action.
  - b. What can be done to overcome it (in quantitative terms, if applicable).

- c. WHO is going to do it.
- d. WHEN it will be done (set priorities).

In setting their goals, it was suggested that our overall goals should reflect efforts to meet the Department's long-range goals. Also, call attention to the fact that as plans are developed, special emphasis should be given to goals for the Hispanic and Women's Programs, along with recruitment, placement and development of all minority groups.

IN ADDITION TO THE ABOVE, attention should be towards other overall problem areas (turnover of minorities, increased emphasis for training opportunities and career development plans, and identifying minorities and women for long-term training, special assignments, projects and executive development....identifying target positions based on present and projected vacancies and determining how many can be filled via Upward Mobility....input toward establishing performance appraisal system to evaluate supervisory and managerial efforts to further equal opportunity, etc.)....so, the goals they establish are utilized in the development of the FINAL EEO PLAN.

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Two significant items pertaining to the BPA EEO Plan.

1. Prepared a two year plan instead of a one year plan.
2. Identified in the Plan those areas that had 50 employees with less than 5 percent representation for special emphasis.

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The Divisons, Branches, Women's and Minority Groups, Personnel and EEO staff assistants report accomplishments quarterly to the EEO Office against the Action Items; accomplishments are consolidated and reported quarterly to the Department.

#### Federal Women's Program Workshop

No two regional offices or area field offices are alike. Some have unique problems not experienced by others. Regional FWPC's were kind enough to share with us what they have accomplished.

In Region X (Seattle) the FWPC; Karen Maurer, has been instrumental in getting a Day Care Center established where none existed before for Federal employee use. It will open in September 1979 with hot lunches, a Nurse and Doctor in the building who are under contract to the Center. Many women can well imagine the amount of work that goes into a project like this. A survey was initially conducted, a suitable building had to be found, eating arrangements worked out, staffing of the Center, etc. It is especially impressive, since this FWPC is a Collateral duty--which means she can give only 20 percent of her working time to FWPC activities.

The Region X FWPC rewrote the training directive for that area after noticing that the females in her area were not getting an equitable share of training and what little training they had was strictly for improving secretarial skills. Due to her effort and persistence the directive was changed and as a direct result three female employees are now working towards a college degree.

In Region VII, Donna Candler, raising awareness in general has been a challenge. Located in the Bible Belt of America and comprised largely of rural communities efforts are being made by the FWPC to inform female employees what the women's movement is all about. Women in this area are more likely to stay at home, raise a family, and then after the children are grown, these women enter the job market perhaps for the first time.

The FWPC has initiated brown bag lunches to discuss just such topics. She has conducted workshops for improving S.F. 171's. An arts and craft show was held to improve employees self-image.

The FWPC is hopeful of establishing an outreach program within the community.

There is not an upward mobility program yet. Grade structures for secretaries are high. Most are GS-6's.

Bonneville Power (Oregon--Shirley Hamilton). This Federal Women's Program needed a lot of work when it was inherited by Shirley Hamilton. The credibility of the position was lacking. She immediately started meetings with small groups of 8 to 10 women, asking them their ideas and what problems they wanted her to address.

Her next step was to revamp the 12 member Women's Advisory Committee. She revised the guidelines so that the Advisory Committee could function more efficiently and effectively. Copies of the guidelines can be obtained by contacting Ms. Hamilton.

She conducted an Application and Interview workshop, providing tips on how to conduct oneself during an interview.

A newsletter is published once a month. A reference library has been established.

Shirley keeps employees informed of meetings she has with EEO Officer, Personnel Chief, and his staff.

**San Francisco Operations Office (Jan Neville)**

The FWPC of the San Francisco Operations Office shared with us her philosophy of what a FWPC should do. Jan thought one of the most important things of the job is to understand the personality of the office. She conducted an analysis of women in her area office by age, grade, etc. She wanted to design her program for a whole spectrum of women. It was discussed that some women wanted to stay in clerical positions but still wanted to broaden themselves. The women holding para-professional jobs--did they want to go into professional jobs? She wanted to build the program around the individual needs of the female employees.

San Francisco is fortunate to have a para-professional program that has been blessed by management. Jan's role is to monitor and implement that program.

Some of the categories are para-professional with grades 6 through 8. They provide developmental training to that level.

Unlimited para-professional program for grades 8 to 9 which provide training that will likely move them into pre-professional positions.

There is a pre-intern program that prepares them for selection into the intern program.

Work with management and work closely with the personnel office. Get to know your field office. Find out where the power base is in your installation.

**Career Counseling**

A presentation was given by Thomasina Matthews--Employee Development Specialist, Headquarters Training Office.

One important reason to seek Career Counseling is to avoid the pitfall of taking scattered training courses that are unrelated and lead nowhere.

There are usually two types of Career Management Programs in any agency or private industry.

1. Directed to the organizational needs--oriented to carrying out organization mission.
2. Directed to helping the individual grow whether inside that particular agency or outside.

A film from Goddard Space Flight Center pointed out various career problems, depicting age discrimination, and dealing with the strain of a person's job on her/his family.

Studies are being done on work and careers and the impact it has on the formation of human character. Work involves relationships that shape our attitudes.

Career Counselors cannot be all things to all people--they must have an established range and limit functions to that range.

They should have understanding of importance of work to humankind, understanding of minorities and women, understanding of how people advance in an organization. Must determine level of service that can be offered and when outside help is needed. They must refine and sharpen their Counseling skills and expand and create new resources.

The Counselor must have support of the supervisor of an individual and focus on the main concerns of that individual--what are her/his options? DOE has 15 Career Advisors in Headquarters. In the future, outside contractors may be utilized to perform additional, professional counselling.

Statistics that have recently been published:

1/4 to 1/3 of working adults will change jobs every five years.

1/3 of employees are 45 or above.

50 percent of United States public have short range goals 3 to 5 years.

37 percent have no goals at all.

Federal Women's Program Coordinators Workshop: National Women's Conference and Plan of Action

In 1967 Executive Order 11375 issued by President Johnson prohibited sex discrimination in Federal Government.

In 1977 President Carter reaffirmed his support of that Executive Order.

In 1977 20,000 women met in Houston, Texas, to show the world that women can indeed unite effectively. A presentation was given by three dynamic women who were there and they shared with us the results of that historical meeting.

A National Plan of action was adopted at the National Women's Conference (November 18-21). An International Women's Year (IWY) Continuing Committee of 469 women and men will implement that Plan.

State organizations are strong as a result of organizing for the Conference. Women now know they have something valuable to work with. Coalitions are springing up to work with politicians--working with plans that can be legislated in the state. These are women who stepped forward when maybe stepping forward was not so popular. That woman sitting next to you cannot do it for you. You have to individually carry some of the burden yourself. There is not a woman in the audience who has not personally benefited from the feminist movement that started 5-10 years ago. You now are obligated to keep that ball rolling. Because you are a Federal employee working under the Hatch Act does not mean you should forget how to write your Congressman, etc. Be aware of what is happening in the world outside. See the big picture. Get involved. The FWP and total EEO program are avenues to use to help women help themselves. The purpose of the program is to bring together what is happening out there and apply it to our situations. We are implementing that Plan of Action. We are going to make it work. The FWPC's are trying to convey these messages to you--LISTEN! Women went to that conference to seek rights for all women whether or not they individually seek to use them. Get a copy of the Plan and read it. Give it to a friend for her/his birthday or Christmas.

Recommendations from the FWP Workshop:

Each Region submit one Affirmative Action Plan instead of one from each separate field installation.

Establish more full-time FWPC positions in the Field Offices.

FWPC's serve a minimum of two years instead of rotating each year. This was the consensus of those present.

FWPC's should seek to understand and work with other women and know how to listen to them and their individual concerns in order to establish a strong female communications network.

Hispanic Employment Program Coordinators Workshop

General guidance was provided to field organization and headquarters Hispanic Employment Program Coordinators. A variety of problems were

identified disclosing the imbalance in the hiring and employment of Hispanics in the Department of Energy. To correct the underutilization listed below are recommendations to problems discussed.

Problem 1 - The disparate treatment of Hispanics, both women and men in the recruitment, selection and hiring at DOE.

- (a) The National Hispanic Employment Coordinator be granted direct access on a continuing basis to the Deputy Secretary to discuss the problems of Hispanic employment within DOE and make proposals for resolution of these problems. That the official DOE organizational chart reflect this direct access to the Deputy Secretary by a dotted line in the organization charts.
- (b) Departmentwide goals be augmented by a specific hiring rate for Hispanics of at least 15 percent of all new hires of which 50 percent will be GS-12 and above.

Problem 2 - The present critical low level of Hispanic employment at DOE Headquarters Office.

- (a) We recommend that the DOE hire 50 Hispanics at Headquarters Office in both the Energy Excepted Service GS-15 and above, and grades GS-4 through GS-14 career service, within a short period to show good faith efforts in the correction of this serious problem and in accordance with the commitment by the Deputy Secretary to this conference.
  - (1) A quarterly Hispanic Progress Report should be required from each Assistant Secretary, placed in the ACTS System to monitor progress.
  - (2) A semi-annual HEPC National Meeting should be held with Deputy Secretary to assist progress.

Problem 3 - The Headquarters HEPC Office is inadequately staffed to carry out the objectives of the program.

- (a) Our recommendation is that the staffing of the National HEPC Office be augmented by two professionals (one of whom should be a Hispanic woman), and by one clerical position and that the National HEPC be immediately upgraded to the GS-15/16 level and that two additional professionals be added at GS-13/14 level and a clerk be added of appropriate grade level.
- (b) We wholeheartedly endorse similar upgrading and augmenting of staff and resources for the Federal Women's Program.

Problem 4 - There is inadequate recruitment and essentially no placement of Hispanics in part due to insufficient resources provided to the Field Program. Recommendations are:

- (a) Appoint a full-time HEPC at each Field Office and Field Installation in accordance with FPM Letter No. 713-23 and that these coordinators have at their disposal the resources necessary to accomplish the program's objectives.
- (b) The HEPC's should be upgraded to GS-13/14/15. Department's recruitment resources and staff be significantly augmented at Field Office locations (Albuquerque and Dallas, etc.) where Hispanics represent a sizable portion of population, labor force, and college students, combined with greatly increased referral system of resulting applications to the Field Offices at SRO, ORO, Chicago and San Francisco Operations and to Headquarters.

Problem 5 - The HEPC at Headquarters and Field Offices have very limited human resources to assist and advise on the accomplishment of the objectives of the program.

- (a) The HEPC's should be given the authority to select and appoint advisory committees to assist and advise the HEPC in the fulfillment of the objectives of the program. This recommendation should be implemented as a part of the EEO Plan for FY 1978-79.

Problem 6 - The Hispanic community is largely unaware of the Department of Energy's programs, such as the Waste Isolation Plant in Carlsbad, New Mexico, the Weatherization program and the Conservation program.

- (a) Recommendation--To correct the shortcomings we recommend that bilingual, bicultural persons, be employed to inform the Hispanic community and answer inquiries about these programs and to give credibility to the total efforts of the Department of Energy.

Problem 7 - The Field HEPC's are not adequately representing DOE nor attending National Hispanic Organizational Conventions.

- (a) It is recommended that all HEPC's be authorized as a part of their official duties, to attend at least one of these National Hispanic Organizational Conventions a year, i.e., LULAC, GI and IMAGE.

Problem 8 - The DOE field organizations at Savannah River Operations, Oak Ridge Operations, San Francisco, and Chicago Operations have a very low level of Hispanic employment.

- (a) We recommend that these field organizations immediately begin to use specific goals for the hiring of Hispanics and that these goals be stated in their FY 1978-79 EEO Plan.

Problem 9 - Many DOE Hispanic employees have been in-grade for an inordinate number of years (from 5 to 15 years).

- (a) We recommend that after review is made of this problem appropriate corrective action be taken.

#### EEO Officers Workshop

The EEO Officers workshop was designed to reflect some of the concerns of the EEO Officers as related to the EEO Program. It provided an opportunity for officers and persons with related responsibilities to exchange ideas around a variety of approaches used to solve EEO problems taking into consideration the environment in which the problem exists. Delivery system, program management, complaint processing, affirmative action and program education were emphasized as integral components of the EEO Officer's responsibility.

There are new complaint procedures for class complaints, complaints by the handicapped, rights of alleged discriminatory officials and age discrimination. Also discussed was making an assessment of accomplishments of the previous year and how setting of realistic goals would enhance the feasibility of a workable affirmative action plan.

#### Recommendations:

1. That Personnel and EEO work together as an integral unit, in HQ and in Field Offices.
2. That they hold regularly scheduled staff meetings.
3. That a system be designed to track selecting officials.
4. That recruitment goals as well as placement goals be adopted.
5. That the procedures for dealing with EEO complaints in DOE be outlined and shared, including when we notify CSC.
6. That the availability of investigators be shared.

7. Some minicourses related to EEO be given at the next staff conference.
8. EEO Officers attend personnel programs and other meetings.
9. That EEO Officers receive training in:
  - a. the authority for EEO and related activities at state and local level;
  - b. human and organizational behavior;
  - c. program missions;
  - d. administrative law.
10. A communications network be established.
11. There be planned rotational assignments for EEO staff.
12. EEO staff keep abreast of trends in EEO by becoming familiar with publications such as:
  - a. EEO forms;
  - b. Commerce Clearinghouse publications related to EEO;
  - c. U.S. Civil Rights Commission publications.
13. That Contract Compliance data sheets be used to collect and analyze data.
14. Memberships be obtained in human rights and women's organizations.
15. The lines of communication between Headquarters and the field offices be improved.
16. The roles and relationships between Headquarters and field offices be closely defined.
17. The possibility of flexibility in ceiling be explored.
18. The use of the CETA program be explored.
19. That advance copies of the FPM guidance be sent to the field within 2 weeks after receiving them in Headquarters office.

20. That EEO Officer positions be assessed to determine if they should be full-time positions.
21. That travel be provided for interviewing.

EEO Counselors Workshop

The EEO Counselors Workshop was designed to stimulate, inform and assist Counselors by providing supplemental training, disseminating information of unique concern to Counselors and EEO practitioners and identifying common and site unique problems developing potential solutions/additions and recommendations for responsibility.

### RECOMMENDATIONS

<u>Problem</u>	<u>Recommendation</u>	<u>Lead</u>
1. Management Lacks positive attitude about and training in EEO	a. In-house EEO orientation for supervisors and program managers b. Involve supervisors in EEO activities c. Evaluate supervisors/managers on EEO performance as well as program performance	Director, OEO
2. Prebiased and Nonselection	a. Counselors monitor Personnel briefings b. Availability of personnel manuals c. Self-training courses	EEOO Counselors EEOO/Counselors 25
3. Counselors need current information	a. Establish DOE EEO newsletter b. More frequent meetings of EEO officers and counselors c. Copies of appropriate personnel notices be widely distributed.	OEO EEOO OEO
4. EEOO/Counselors Workshop	See 3.b.	
5. Performance Evaluations of employees have not been meaningful	a. Being currently developed by Personnel	
6. Upward Mobility/Training for Employees	a. Implement and/or enforce existing programs	OEO(Per)

RECOMMENDATIONS

<u>Problem</u>	<u>Recommendation</u>	<u>Lead</u>
	b. Increase number of employees in grade levels of those selected in program	OEO (PER)
7. Cross Training Programs for Counselors	a. Ensure that counselors be given equal consideratin as full-time EEO/Personnel employees	OEO/EEOO
8. Personnel Management	See 2.a., 7. and 7.a.	
9. Reprisals against complainants and Counselors	a. Identification/definition of reprisal needed.  b. Refer cases of reprisal to EEO Officer  c. Letter from OEO to field officers and supervisors prohibiting reprisals	Counselors/OEO  OEO
10. Outreach Programs	a. Implementation as previously recommended	
11. Evaluation of EEO Counselors	a. Request recommendations from OEO/EEO Officers subject to Counselor approval	EEOO/OEO/ Counselors

RECOMMENDATIONS

<u>Problem</u>	<u>Recommendation</u>	<u>Lead</u>
12. EEO Advisory Committees	a. Establish where nonexisting b. Guarantee of counselor representation	OEO
13. Travel-Training Budget	a. Establish EEO budget by office b. Set location of meetings	OEO
14. Report Format	a. Establish DOE monthly report from among samples submitted b. New form letter for "21 day" and "Exit interview" letters	OEO

Additional Recommendations Include:

1. Evaluation of supervisors on their EEO performance
2. Provision of adequate time for counseling activity
3. AAP continuing support for current efforts
4. Assure management's cooperation on a case interview
5. Establish Counselor appointment--qualifications, method, term, position description
6. Need for some professional full-time counselor(s)
7. Nondiscrimination counseling
8. Access to personnel records
9. Additional clerical support
10. Awards be given to outstanding counselors citing efforts
11. Counselor identification
12. Career counseling

The Counselors summarized their participation in the program in the following manner:

The majority of the EEO Counselors attending this conference were asked to serve in that position.

The consensus of the Counselors was that they wanted to be in a position to advise and assist individuals in understanding the various alternatives or recourses available to them.

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**tuesday, may 9, 1978**

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*"Let us all look at Equal Opportunity on a results oriented basis — then let us move ahead with immediate, constructive and affirmative action . . . "*

*James R. Schlesinger  
Secretary, Department of Energy*

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7:30 — 9:00 a.m.	Registration	
9:00	Welcome Purpose of Conference	Marion A. Bowden, Director, OEO
	Review of Agenda	Nathaniel H. Pierson, Deputy Director, OEO
9:30	Department Personnel Policies and Practices and EEO	Lloyd W. Grable, Director of Personnel
10:00	Where We Are: Brief Discussion of DOE EEO Profile	Marion A. Bowden, Director, OEO
	Organization and Reporting Requirements	
	Introduction of the Deputy Secretary of Energy	
10:30	Special Address	John F. O'Leary, Deputy Secretary of Energy
10:45	New Trends in EEO at the Civil Service Commission — Special Emphasis Employment Program	Jule Sugarman, Vice Chairman, CSC
12:00 — 1:30 p.m.	Lunch	
1:30	Consolidation of Field Activities and the Impact on EEO	William S. Heffelfinger, Director of Administration
2:00 — 3:00	Equal Opportunity Overview, External Programs Federal Financial Assistance	Carlos A. Ruiz, Chief Special Emphasis Division, OEO

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**tuesday, may 9 (continued)**

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3:00 — 3:15	Break	
3:15 — 5:00	Equal Opportunity Program Overview: Internal Programs EEO Policy Guidance Delegation of Authority	Nathaniel H. Pierson, Deputy Director, OEO
	Discrimination Complaints Procedure	Burnell A. Tickles, Chief, Operations Division, OEO
		William P. Davis, EEO Officer, Headquarters
		William G. McDonald, EEO Officer, Federal Energy Regulatory Commission
	Federal Women's Program	Mitzi Anderson, Department Federal Women's Program Manager
		Jan Davenport, Headquarters Federal Women's Program Coordinator
	Hispanic Employment Program	Luciano G. Turrietta, Department Hispanic Employment Program Coordinator
	EEO Plans	Marion A. Bowden, Director, OEO
		Charles A. Agnew, Chief, Program Policy and Evaluation Division, OEO
	Program Evaluation and Analysis	Charles A. Agnew, Chief, Program Policy and Evaluation Division, OEO
5:00	Announcements	

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**wednesday, may 10**

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*"It has become clear to me that there is an indivisible relationship between staffing policies and equal employment opportunity. The interface between EEO goals and the personnel function is inherent.*

*Alan K. Campbell  
Chairman, CSC*

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9:00 — 9:05 a.m.	Announcements	
9:05 — 10:30	Panels	
Group A	Recruitment, Staffing, and EEO Participation on Ranking Panels	Geraldine P. Flowers, Acting Director, Policies and Programs, Office of Personnel Management Ray Gunter, Personnel Officer, BPA
	Employee Career Development and Upward Mobility	Clarence Hardy, Chief, Personnel Management Services, Office of Personnel Management
Group B	Training EEO Officials	Helene S. Markoff, Director, Employee Development and Training Division
	Budget	James Coleman, Employee Development Specialist, Oak Ridge Training Center
	Human Resources	James Evans, Federal EEO, CSC
	EEO Councils/ Committees	Harry L. Peebles, Director, Office of Organization and Management Systems
10:45 — 12:00 N.	Panels	Charles R. Tierney, Director, Manpower Resource Management
Group A	Federal Financial Assistance Programs	Rose Mary Byrne, FWPAC Member
	EEO Plans	Manuel A. Aragon, EEO Counselor
	Freedom of Information and Privacy Acts	Carlos A. Ruiz, Chief, Special Emphasis Division, OEO
		James Evans, Federal EEO, CSC
		John M. Treanor, Freedom of Information and Privacy Acts Officer
		William D. Luck, Attorney, Office of General Counsel

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**wednesday, may 10 (continued)**

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Group B	Awards and Performance Evaluation	Anita L. Sciacca, Acting Director, Policies and Programs Division, Office of Personnel Management
	Performance Evaluation Accountability	Marion A. Bowden, Director, OEO
	Employee Unions	Ronald W. Knisley, Acting Chief, Employee/Labor Management Relations Ray Gray, Director, Fair Labor Practices Department, AFGE
12:00 — 1:30 p.m.	Luncheon	Guest Speaker — A. Diane Graham, Director Federal EEO, CSC
1:30 — 3:00	Panels	Repeat Panels of 9:05 — 10:30 a.m. of Group A Repeat Panels of 9:05 — 10:30 a.m. of Group B
3:00 — 3:15	Break	
3:15 — 5:00	Panels	Repeat Panels of 10:45 — 12:00 N. of Group A Repeat Panels of 10:45 — 12:00 N. of Group B

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**thursday, may 11**

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*"To succeed as equal opportunity managers you will require two essential ingredients: personal conviction that what we are doing is right and necessary and, secondly, facts and arguments to persuade others."*

*Janet W. Brown  
American Association for the Advancement of Sciences*

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9:00 — 9:05 a.m.	Announcements
9:05 — 10:30	Concurrent Workshops:
	Federal Women's Program
	Mitzi Anderson, Department Federal Women's Program Manager
	Jan Davenport, Headquarters Federal Women's Program Coordinator
	Karen Lunsford, Seattle Federal Women's Program Coordinator
	Hispanic Employment Program
	Luciano G. Turrietta, Headquarters Hispanic Employment Program Coordinator
	Dr. Domingo N. Reyes, "Adventures in Attitudes"
	Equal Opportunity Officers
	George Bell, Allocations Project Manager (formerly EEO Officer), BPA
	Elaine M. Owens, EEO Officer, Kansas City, Mo.
	Julian Romero, Assistant to Manager for EEO, Albuquerque
	EEO Counselors
	Sherre Washington, EEO Counselor, Headquarters
	Lorrenzo Ricks, EEO Counselor, Headquarters
10:30 — 10:45	Break
10:45 — 12:00 N.	Workshops Continued
12:00 — 1:30 P.M.	Lunch
1:30 — 3:00	Workshops Continued
3:00 — 3:15	Break
3:15 — 4:30	Workshops Continued

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**friday, may 12**

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*"We recognize our responsibility to work toward the eradication of negatives in our society and by so doing, bring honor to our gender, to our species, and to ourselves individually."*

*Maya Angelou*  
*Author*

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9:00 — 4:00 p.m.	Federal Women's Program Workshop: "Overcoming Barriers to the Federal Women's Program"	Carol Sapin Gold, Carol Sapin Gold & Associates
9:00 — 10:30 a.m.	DOE FY 78 Interim EEO Plan	Marion A. Bowden, Director, OEO
10:30 — 10:45	Break	
10:45 — Closing	Reports of Recommendations from Panels and Workshops	
	Conference Evaluation	
	Wrap-up and Action Assignments	Roger Harris, Deputy Director, Organization and Personnel, San Francisco Operations Office

**sponsor:**

Marion A. Bowden, Director  
Office of Equal Opportunity

**conference coordinator:**

Mitzi Anderson

**task force members:**

Jan Davenport  
Lawrence Miller  
Nancy Northcraft  
Marsha Robinson  
Lucian Turrietta  
Geraldine Velarde  
Mary Wright

Roger Harris  
Karen Lunsford  
Ray Meaddough  
Roy Nakayama  
Lorrenzo Ricks  
Julian Romero  
Sherre Washington