



Department of the Navy

Affirmative Employment Program

For

Minorities and Women

Multi-Year Affirmative Employment Program Plan

2003 - 2007

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN
2003-2007**

**DEPARTMENT OF THE NAVY
AFFIRMATIVE EMPLOYMENT PROGRAM
MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN
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**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**

NAME OF ORGANIZATION: DEPARTMENT OF THE NAVY
ADDRESS:
Room 4E789, The Pentagon
Washington, D.C. 20350-1000

ORGANIZATIONAL LEVEL:	AGENCY: <u>X</u>	MOC:	REGION:
	COMMAND:	INSTALLATION:	HEADQUARTERS: <u>X</u>

NUMBER OF EMPLOYEES COVERED BY PLAN:				TOTAL:	210,324
PROFESSIONAL:	44,303	ADMINISTRATIVE:	44,970	TECHNICAL:	28,869
CLERICAL:	10,217	OTHER:	6,565	BLUE COLLAR:	40,584
NONAPPROPRIATED FUND EMPLOYEES:			34,806		

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NAME OF CONTACT PERSON/PERSON PREPARING FORM **TELEPHONE NO.**

Armandina C. Sexton, Special Assistant for EEO (202) 764-0660
NAME & TITLE OF PRINCIPAL EEO OFFICIAL **TELEPHONE NO.**

//s//

SIGNATURE OF PRINCIPLE EEO OFFICIAL
CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714

William A. Navas, Jr., Director of Equal Employment Opportunity
 Assistant Secretary of the Navy (Manpower and Reserve Affairs)
NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED EEO OFFICIAL

//s// DATE: 9 April 2003
**SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL CERTIFIES THAT THIS
 REPORT IS IN COMPLIANCE WITH EEO-MD-714.**

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EEO POLICY STATEMENT

The attached DON EEO Policy Statement is posted on the DON Human Resources Website. The current statement was signed by Gordon England, Secretary of Navy on May 2002.

Mr. England departed in January 2003. An updated policy statement will be issued by his permanent replacement.

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DELEGATION OF AUTHORITY

The following responsibilities and delegations of authority to EEO Officials are in accordance with Secretary of Navy (SECNAV) Instruction 12720.5A, dated 8 April 1992. That guidance is currently being rewritten to reflect updated roles.

Responsibilities.

a. The Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN(M&RA)) is the Director of EEO and is responsible for establishing and maintaining a world-wide DON EEO Program consistent with legal and regulatory requirements. The ASN (M&RA) shall keep the Under Secretary and the Secretary informed of progress and significant problems.

b. The Deputy Assistant Secretary for Civilian Human Resources (DASN(CHR)) is delegated responsibility for the development of Department-wide EEO policies, programs, and directives necessary to accomplish administration, planning, reporting, and assessment on all aspects of the program.

c. The Special Assistant for EEO (SA/EEO) serves as the primary technical expert for EEO to the Director of EEO, ASN(M&RA). The SA/EEO serves as principal EEO representative and point of contact between DON and various internal and external offices for the accomplishment of the total DON EEO program. The SA/EEO serves as the Director, Office of EEO Complaints Management and Adjudication (OECMA).

d. The Director, Office of Civilian Human Resources (OCHR) shall:

(1) Provide program oversight for implementation and assess EEO program effectiveness.

(2) Ensure that sufficient resources are made available to implement a viable EEO program.

(3) Ensure that policies and practices are regularly reviewed to ensure that barriers to EEO are identified and eliminated.

(4) Ensure that EEO program initiatives, including training in the prevention of sexual harassment, are developed and implemented.

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e. The Chief of Naval Operations, Commandant of the Marine Corps, Assistant for Administration USN, and Heads of Echelon 2 Commands are designated as Command EEO Officers (CEEEO) and shall:

(1) Ensure that SECNAV EEO Program policy is communicated and implemented within their respective commands.

(2) Issue command policies and procedures to facilitate the implementation of DON EEO Program initiatives.

(3) Allocate adequate resources to effectively manage the EEO Program.

(4) Ensure that EEO program officials providing service at the headquarters and subordinate levels meet established training requirements and are free from interference and reprisal in the execution of their duties and in their efforts to maintain the integrity of the process.

(5) Direct that appropriate EEO Program reviews and evaluations are conducted to ensure compliance with regulation by subordinate commands.

f. The Command Deputy Equal Employment Opportunity Officer (CDEEOO) shall:

(1) Serve as the primary advisor to the CEEEO on all matters pertaining to the effective management of the DON EEO Program.

(2) Provide guidance, assistance, and command specific training, as needed to subordinate activity and command officials.

(3) Serve as a link between subordinate activities and the SA EEO, OECMA, and OCHR to monitor and enforce compliance, facilitate responses to reporting requirements and program assessments.

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g. Officials responsible for resources for Base Operating Support will ensure adequate resources are available to administer and manage the civilian EEO program.

h. Activity Heads or Commanders. The head of each Naval Activity and Marine Corps Command employing civilians shall serve as the EEO Officer. EEOOs shall:

(1) Ensure that EEO Officials responsible for the discrimination complaints process are free from interference and reprisal in the execution of their duties and in their efforts to maintain the integrity of the process.

(2) Promote accountability by ensuring that appropriate training is made available to managers, supervisors, employees, and EEO practitioners regarding roles and responsibilities within DON EEO program.

(3) Ensure that supervisors, managers and employees understand and meet their Affirmative Employment Program (AEP) responsibilities.

(4) Modify policies and practices found to have an unlawful discriminatory impact or pose barriers to AEP initiatives.

i. Human Resources Offices (HRO) shall provide Civilian HR/EEO functions for serviced Activities. This includes identifying qualified individuals to perform specific EEO Program initiatives. HR Directors (HRDs) shall ensure HR staff provides advice and guidance to management and supervisors regarding AEP initiatives, and the implementation of the DON EEO policies and procedures. The servicing HRD shall:

(1) Designate a DEEOO and advise the respective EEOO regarding the availability of adequate resources to effectively manage and implement the EEO Program at the Activity or Command level.

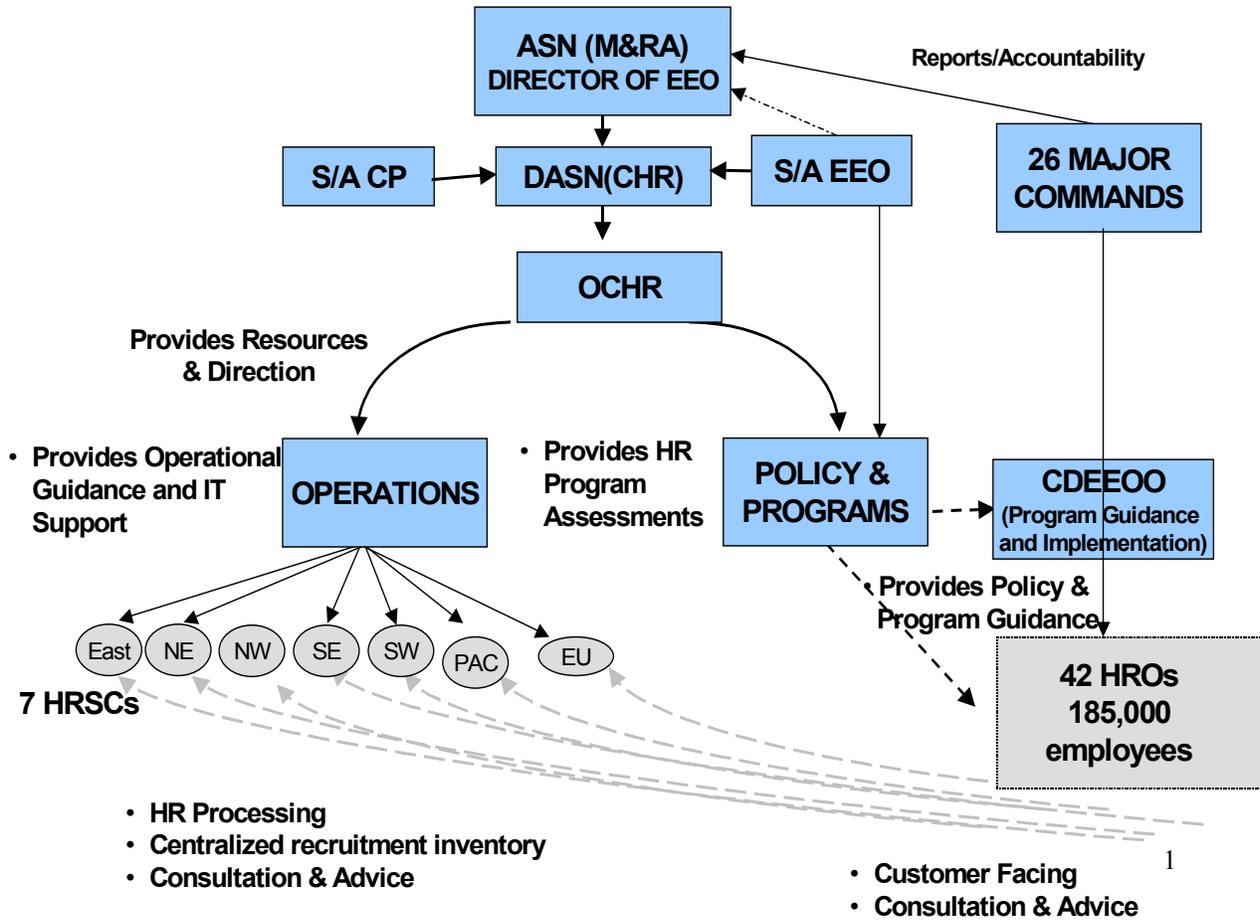
(2) Provide HR/EEO Program advice and guidance to employees, managers, and EEO officials.

j. Human Resources Service Centers (HRSC) shall provide assistance and support to HROs, EEOOs, management and supervisors regarding AEP program initiatives and other DON EEO program requirements.

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ORGANIZATIONAL CHART

DON Structure



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CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS

I CERTIFY THAT THE QUALIFICATIONS OF ALL STAFF OFFICIALS, FULL-TIME AND 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 OPERATING MANUAL FOR QUALIFICATION STANDARDS FOR GENERAL SCHEDULE POSITIONS.

//s//

SIGNATURE

08 April 2003

DATE

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PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

The DON is committed to providing a work environment free of sexual harassment. The DON policy instruction SECNAVINST 5300.26C, issued in 1997, provides policy guidance for all military and civilian personnel.

This policy instruction clearly articulates DON's intention to discourage employee conduct that undermines the integrity of the employment relationship and the principle of good human resources management.

Complaints of sexual harassment in the workplace may be filed under 29 CFR Part 1614 and Title VII of the Civil Rights Act of 1964, as amended.

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STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM

Evaluation of the DON Affirmative Employment Program (AEP) Plan is the function of the Assistant Secretary of the Navy (Manpower and Reserve Affairs)(ASN(M&RA)).

Heads of activities, managers, and supervisors at each level are responsible for effective barrier analysis and successful accomplishment of their AEP initiatives. Human Resources Directors and EEO officials will provide advice and assistance. Management accountability for the accomplishment of affirmative employment goals is measured through identified EEO Program performance objectives.

The Special Assistant for EEO will ensure internal evaluations are conducted to monitor progress on DON-wide and field initiatives.

Information systems currently in use will be reviewed to ascertain whether features inherent in these systems are available in connection with applicant flow. For example, the Resumix, an automated staffing tool currently required by Department of Defense, captures relevant data but currently does not have a reporting feature for use by managers/supervisors to determine the effectiveness of targeted recruitment strategies, i.e., representation of minorities, women, and disabled candidates on merit promotion certificates.

In FY 2004, DON will implement an automated AEP planning tool that will enable quarterly data updates to monitor AEP plan accomplishments. This tool is intended to assist DON managers and supervisors in tracking accomplishments and fully understanding DON AEP objectives and action items. Information on personnel transactions and historical data for trend analysis will be included to provide a complete picture.

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PROGRAM ANALYSIS

THIS SECTION PROVIDES A NARRATIVE ANALYSIS OF THE AFFIRMATIVE EMPLOYMENT PROGRAM FOR THE FOLLOWING ELEMENTS:

- I. ORGANIZATION AND RESOURCES
- II. WORK FORCE
- III. DISCRIMINATION COMPLAINTS
- IV. RECRUITMENT AND HIRING
- V. EMPLOYEE DEVELOPMENT PROGRAMS
- VI. PROMOTIONS
- VII. SEPARATIONS
- VIII. PROGRAM EVALUATION

I. Organization and Resources

SECNAV has designated the ASN (M&RA) to serve as the Director of EEO as a member of his immediate staff. The ASN(M&RA) is supported by the DASN(CHR), the SA/EEO, and the Director, OCHR.

The Policy and Programs Department of OCHR has two divisions responsible for EEO Programs. The Diversity and Quality of Worklife Division and the Office of EEO Complaints Management and Adjudication have primary responsibility for formulating policy and providing guidance to DON EEO Program Officials.

Each Major Command has a Command Deputy EEO Officer and staff to monitor all EEO Program initiatives within the Command. This includes, but is not limited to, AEP initiatives and EEO program assessments.

Program analysis included assessment of actual implementation of the EEO Program throughout DON. This effort included an AEP working group and brainstorming sessions on issues critical to promoting DON EEO Program policy.

The working group identified a lack of consistency in the execution of DON's EEO Program pertaining to resources, training, and understanding of roles and responsibilities.

DON leadership has acknowledged similar program concerns and created the SA/EEO to centralize EEO program advice and communicate guidance to DON Senior Leaders.

EEO Officials need a better understanding of roles and responsibilities. AEP initiatives must be consistently communicated to managers and supervisors at all levels. It is anticipated that through design and implementation of a new planning and reporting tool, DON AEP initiatives will be clearly communicated and manager and supervisor accountability measured.

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II. Work Force

Workforce analysis using FY 2002 DON data and 1990 census data.

<u>GROUP</u>	<u>DON %</u>	<u>NATIONAL CLF</u>	<u>UNDERREPRESENTATION LEVEL</u>
WF	20.30	35.30	Underrepresented
BM	7.00	4.90	Above parity
BF	5.80	5.40	Above parity
HM	2.90	4.80	Underrepresented
HF	1.50	3.30	Underrepresented*
APM	7.10	1.50	Above parity
APF	2.80	1.30	Above parity
NAM	0.50	0.30	Above parity
NAF	0.20	0.30	Underrepresented

* Hispanic Female representation is less than 50% of the CLF.

The following charts and analysis show the change in work force profile by PATCOB categories. The percentage onboard for each race/ethnic group is shown:

P - Professional

Group/Race	FY2001	FY2002	NCLF
Native Am Males	0.2	0.2	0.2
Native Am Females	0.1	0.1	0.2
Asian Males	8.1	8.4	3.5
Asian Females	2.7	2.9	1.9
Black Males	2.6	2.7	2.4
Black Females	2.7	2.7	3.2
Hispanic Males	2.4	2.5	2.1
Hispanic Females	0.9	0.9	1.4
White Males	63.2	62.7	54.7
White Females	17.1	17.0	30.3

Note: Numbers might not total due to rounding.

Source: DCPDS Headquarters System - DMS, EEOC Form 568 (8/87) for FY 2002.

White Females, Black Females, Hispanic Females and Native American Females are underrepresented in the Professional group.

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A - Administrative

Group/Race	FY2001	FY2002	NCLF
Native Am Males	0.4	0.4	0.3
Native Am Females	0.3	0.3	0.3
Asian Males	3.0	3.0	1.4
Asian Females	2.9	2.9	1.4
Black Males	4.5	4.7	3.6
Black Females	7.1	7.0	5.3
Hispanic Males	1.9	1.9	2.6
Hispanic Females	2.0	2.0	2.6
White Males	44.9	45.2	42.1
White Females	33.0	32.5	40.4

Note: Numbers might not total due to rounding.

Source: DCPDS Headquarters System - DMS, EEOC Form 568 (8/87) for FY 2002.

White Females, Hispanic Males and Hispanic Females are underrepresented in the Administrative group positions.

T - Technical

Group/Race	FY2001	FY2002	NCLF
Native Am Males	0.5	0.5	0.4
Native Am Females	0.4	0.4	0.4
Asian Males	4.0	4.1	1.9
Asian Females	4.7	4.5	1.6
Black Males	5.3	5.4	3.6
Black Females	10.5	10.3	6.0
Hispanic Males	2.2	2.3	3.2
Hispanic Females	2.5	2.5	3.4
White Males	44.3	45.7	36.1
White Females	25.6	24.3	42.9

Note: Numbers might not total due to rounding.

Source: DCPDS Headquarters System - DMS, EEOC Form 568 (8/87) for FY 2002.

White Females, Hispanic Males and Hispanic Females are underrepresented in Technical group positions.

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C - Clerical

Group/Race	FY2001	FY2002	NCLF
Native Am Males	0.2	0.2	0.1
Native Am Females	0.5	0.6	0.5
Asian Males	3.3	3.1	0.8
Asian Females	7.3	6.9	1.9
Black Males	4.5	4.7	2.8
Black Females	20.4	20.9	9.6
Hispanic Males	1.3	1.1	1.7
Hispanic Females	4.6	4.3	4.3
White Males	11.2	11.2	14.0
White Females	46.7	47.0	63.4

Note: Numbers might not total due to rounding.

Source: DCPDS Headquarters System - DMS, EEOC Form 568 (8/87) for FY 2002.

White Females, Black Males, Hispanic Males and Hispanic Females are underrepresented in the Clerical group positions.

O - Other (Firefighters/Guards)

Group/Race	FY2001	FY2002	NCLF
Native Am Males	1.1	1.2	0.9
Native Am Females	0.0	0.1	0.2
Asian Males	7.7	8.2	1.2
Asian Females	0.6	0.7	0.3
Black Males	12.2	12.8	9.1
Black Females	1.5	1.6	3.2
Hispanic Males	7.1	7.0	4.8
Hispanic Females	0.8	0.8	1.0
White Males	64.5	63.0	67.6
White Females	4.3	4.6	11.2

Note: Numbers might not total due to rounding.

Source: DCPDS Headquarters System - DMS, EEOC Form 568 (8/87) for FY 2002.

White Females, Black Females, Native American Females and Hispanic Females were identified as underrepresented in the Other group positions.

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B - Blue Collar

Group/Race	FY2001	FY2002	NCLF
Native Am Males	1.0	0.9	0.8
Native Am Females	0.0	0.04	0.2
Asian Males	12.2	13.2	1.7
Asian Females	0.5	0.6	0.5
Black Males	14.8	15.3	9.1
Black Females	1.7	1.7	2.2
Hispanic Males	4.8	4.6	8.7
Hispanic Females	0.3	0.3	1.5
White Males	61.0	59.8	65.4
White Females	3.6	3.5	9.8

Note: Numbers might not total due to rounding.

Source: DCPDS Headquarters System - DMS, EEOC Form 568 (8/87) for FY 2002.

White Females, Black Females, Hispanic Males, Hispanic Females and Native American Females. Black Females were underrepresented in Blue Collar Group positions.

Analysis by Grade Groupings

EEOC Form 570 is attached, depicting comparisons of EEO groups by Grade DON-wide. A summary of that data is provided below:

	GS 1-4	GS 5-8	GS 9-12	GS 13-15	SES	DON WKFC
Native Am Males	0.3	0.4	0.5	0.3	0.6	0.5
Native Am Females	0.4	0.5	0.3	0.1	0.0	0.2
Asian Males	5.3	4.8	5.5	4.2	1.0	7.1
Asian Females	8.8	6.1	3.2	1.3	0.3	2.8
Black Males	7.8	6.4	4.7	3.6	2.9	7.0
Black Females	19.8	14.7	5.6	3.3	0.6	5.8
Hispanic Males	2.4	2.8	2.4	1.8	0.6	2.9
Hispanic Females	4.2	3.4	1.7	0.7	0.6	1.5
White Males	22.0	26.0	50.7	65.5	76.8	51.8
White Females	29.2	35.0	25.5	19.3	16.4	20.3

Note: Numbers might not total due to rounding.

Source: DCPDS Headquarters System - DMS, EEOC Form 570 (8/87) for FY 2002.

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General Schedule

	<u>UNDERREPRESENTATION</u>	<u>UNDERREPRESENTATION LESS THAN 50% OF CLF</u>
GS 1-4	WHITE FEMALE	HISPANIC MALE
GS 5-8	HISPANIC MALES	
GS 9-12	WHITE FEMALES HISPANIC FEMALES	HISPANIC MALES
GS 13-15	WHITE FEMALES BLACK MALES BLACK FEMALES	HISPANIC MALES HISPANIC FEMALES NAT.AMERICAN FEMALES
SES	BLACK MALES AA/PI MALES	WHITE FEMALES BLACK FEMALES HISPANIC MALES HISPANIC FEMALES AA/PI FEMALES NAT. AMERICAN FEMALES

BLUE COLLAR

	<u>UNDERREPRESENTATION</u>	<u>UNDERREPRESENTATION LESS THAN 50% OF CLF</u>
WD 1-10	WHITE FEMALE BLACK MALE BLACK FEMALE	HISPANIC MALE HISPANIC FEMALE NAT. AMERICAN FEMALES
WG 1-15	BLACK FEMALES HISPANIC MALES AA/PI FEMALES	WHITE FEMALES HISPANIC FEMALES NAT. AMERICAN FEMALES
WL 1-15	BLACK FEMALES HISPANIC MALES	WHITE FEMALES HISPANIC FEMALES NAT. AMERICAN FEMALES
WM 6-29	BLACK FEMALES HISPANIC MALES NAT.AMERICAN MALES	WHITE FEMALES HISPANIC FEMALES NAT.AMERICAN FEMALES
WN 4-7	BLACK MALES	HISPANIC MALES BLACK FEMALES HISPANIC FEMALES NAT. AMERICAN FEMALES AA/PI FEMALES

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Analysis by Major Occupations

SERIES	OCCUPATION	# EMPLOYEES
0343	MANAGEMENT ANALYSIS	5,262
0855	ELECTRONICS ENGINEER	5,187
0856	ELECTRONICS TECH	3,934
1102	CONTRACT & PROCUREMENT	3,805
0081	FIRE PROTECTION & PREVENTION	3,505
0830	MECHANICAL ENGINEERING	3,154
0318	SECRETARY	3,141
0346	LOGISTICS MANAGEMENT	3,023
0801	GENERAL ENGINEERING	2,703
0560	BUDGET ANALYSIS	2,590
0083	POLICE	2,083

Note: Numbers might not total due to rounding.

Source: DCPDS Headquarters System - DMS, EEOC Form 570 (8/87) for FY 2002.

SERIES	UNDERREPRESENTED	UNDERREPRESENTATION LESS THAN 50% OF CLF
0343	BM, HF	HM
0855		WF, BF, HF, NAF
0856	NAM	WF, BF, HF, APF, NAF
1102	HM, APM	
0081	BM	WF, BF, HF, APF, NAF
0830	BM, APF	WF, BF, HF
0318	APM, NAF	BM, HM
0346	WF, HM, APF	HF, NAF
0801	BM, HM, NAM	WF, BF, HF, NAF
0560	BM, NAM	HM
0083	BF, NAF	WF, HF

III. Discrimination Complaints

A total of 939 formal discrimination complaints were filed within DON during FY 2002. The most frequently alleged bases were: reprisal, race (Black), age, disability (physical) and sex (female).

The most common issues raised in formal complaints filed this FY were promotion/non-selection, non-sexual harassment and disciplinary actions (i.e., suspensions, reprimands).

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III. Discrimination Complaints (CONT'D)

Closure by Category for FY 2002*

<u>Type</u>	<u>Number</u>
Dismissals (including AJ)	140
Withdrawals	92
Settlements	298
Final Agency Decisions (FADs)	580

*Source: Department of Navy, Annual Federal EEO Statistical Report of Discrimination Complaints - EEOC Form 462 for FY 2002.

The working group also reviewed issues pertaining to the resolution of complaints and the full utilization of ADR resources. Suggestions included adjusting policy to make management participation in ADR mandatory and better educating managers and supervisors of ADR benefits.

IV. Recruitment and Hiring

In February 2003, EEO and HR program officials participated in a working group to identify issues/concerns regarding current DON recruitment policies. Several themes emerged from the discussions:

Applicant Flow Data: Currently there is no reporting system to identify the representation of candidates on merit promotion certificates. Without this data, gauging the success or validity of recruitment initiatives continues to be difficult. With the increased use of the Resumix tool to develop candidate pools, efforts must be made to have that system provide reports on candidate representation.

Senior Leader/Manager/Supervisor Awareness: Current systems do not enable officials to measure accountability for accomplishment of DON AEP initiatives. Several levels of awareness were identified: managers and supervisors are not fully apprised of established AEP initiatives; AEP Program roles and responsibilities are not clearly identified or communicated; and, information regarding underrepresentation and availability of candidates is not provided to selecting officials.

Employee Coding (Minority/Disability): A complete review of employee minority and disability codes has not been conducted. On a smaller scale, some Major Commands have found errors in the data reported by DCPDS. An accurate estimate of the impact of these errors has not been determined. A corporate solution is presently being considered. This effort will involve a review of current systems and determinations that will include both DoD and DON Officials. It is expected that a complete solution may take several years to implement.

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IV. Recruitment and Hiring (CONT'D)

Corporate Recruitment Strategy: Currently no corporate recruitment strategy exists. This effort will involve coordination of workforce planning initiatives of each major command to forecast future recruitment needs and resources available. Identification and coordination of existing corporate recruitment resources and efforts will promote DON-wide based on a long-range recruitment strategy. DON's recruitment strategy will include increased use of student programs, intern opportunities, and apprenticeship contracts.

V. Employee Development

Managers and Supervisors are responsible for ensuring that individuals are selected for training in accordance with their needs and responsibilities on a case-by-case basis.

Program analysis revealed insufficient data is available to properly assess whether employee development opportunities (training, work assignments, etc.) are granted in a fair and equitable manner. A corporate information system to track training is not currently available. Discrimination complaints data does not indicate a negative trend in this area. However, a corporate information system will provide managers and supervisors with tools to assess target group participation and other indicators in this important Human Capital measure.

VI. Promotions

Total promotions throughout the DON civilian work force by race/ethnic group for FY 2001 and FY 2002.

Work force:	<u>FY2001</u>	<u>FY2002</u>
African-Americans	3,366	3,330
Asian/Pacific Islanders	3,166	3,211
Hispanics	1,169	1,217
Native-Americans	180	215
Whites	18,838	19,290
Women	8,554	8,949

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VI. Promotions(cont'd)

<u>GROUP (DON%)</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>
WF (20.3)	26.32	23.35	22.75	21.69	21.87
BM (7.0)	5.52	6.83	6.83	6.79	6.28
BF (5.8)	6.79	6.02	6.23	5.81	5.93
HM (2.9)	2.46	2.66	2.70	2.80	2.83
HF (1.5)	1.78	1.62	1.47	1.57	1.64
APM (7.1)	5.94	7.05	7.50	9.11	8.64
APF (2.8)	2.87	2.77	2.81	2.74	3.14
NAM (0.5)	0.50	0.54	0.55	0.47	0.55
NAF (0.2)	0.25	0.23	0.28	0.20	0.24
TOTAL #	24,156	24,373	25,814	26,719	27,263

Source: Defense Civilian Personnel Data System (DCPDS) Headquarters System - Data Management System (DMS).

This data indicates that over the last five years promotions were distributed fairly consistently throughout DON. Although promotion/non-selection remains a significant claim in complaints of discrimination, current data collection methods do not indicate any significant trends.

VII. Separations

Separations across DON declined for all groups from the previous fiscal year.

Total separations throughout DON civilian work force by race/ethnic group for FYs 2001 and 2002.

Work force:	<u>FY2001</u>	<u>FY2002</u>
African-Americans	1,966	446
Asian/Pacific Islanders	1,072	202
Hispanics	562	170
Native Americans	97	25
Whites	8,744	2,007
Women	3,987	512

Source: Defense Civilian Personnel Data System (DCPDS) Headquarters System - Data Management System (DMS).

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VII. Separations(cont'd)

GROUP (DON%)	FY98	FY99	FY00	FY01	FY02
WF (20.3)	22.04	22.62	19.33	21.68	17.96
BM (7.0)	9.25	8.62	8.10	9.02	9.26
BF (5.8)	7.47	7.04	6.16	6.78	6.39
HM (2.9)	3.06	2.80	3.01	3.40	4.28
HF (1.5)	1.38	1.39	1.37	1.12	1.68
APM (7.1)	6.57	6.71	10.69	6.41	5.61
APF (2.8)	2.37	2.17	3.05	2.21	1.47
NAM (0.5)	0.46	0.65	0.57	0.52	0.63
NAF (0.2)	0.28	0.28	0.28	0.26	0.25
TOTAL #	15,743	14,897	14,281	12,441	2,850

Over the last five years, no groups left DON at a significantly higher rate than their representation in the workforce. No significant trends were identified.

VIII. Program Evaluation

DON continues to evaluate policies and initiatives established for the Corporate EEO Program. Policies and instruction manuals are being updated.

The DON AEP Working group identified issues and concerns regarding the consistency and efficiency of current EEO Program evaluation tools. The variety of established and required program reviews (IG, HR assessment, etc.), either do not include EEO Program measures or are not adequate to measure and assess program accomplishments.

As with other program elements reviewed in this analysis, a need for guidance and consistent policy from OCHR was identified as a problem. Guidance will focus on training, and adjustment of current assessment tools to reflect EEO Program measures and information to leadership at all levels.

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PROBLEM/BARRIER IDENTIFICATION

- ❖ Lack of consistency in the execution of DON's EEO Program as to resources, training, and understanding of roles and responsibilities.
- ❖ Significant underrepresentation exists for White, Hispanic and Native American women in all groups in the DON Blue Collar work force.
- ❖ Significant underrepresentation exists for White, Black and Native American women in all groups in the DON Fire-Fighter/Police positions (Other occupations).
- ❖ Significant underrepresentation exists in the representation of Minorities and Women in grades 13-15 and SES.
- ❖ Trend analysis of discrimination complaints identified continuation of Reprisal claims and the most prevalent issues are non-sexual harassment, promotion/non-selection, terms and conditions of employment and assignment of duties.
- ❖ Significant underrepresentation of Hispanics continues in total DON Workforce. The use of external recruitment tools for improving Hispanic representation is limited or inefficient.
- ❖ Data collection methods to monitor and assess applicant flow, recruitment efforts and hiring trends are insufficient. Roles and definitions of recruitment responsibilities are unclear within DON.
- ❖ There is no corporate information system to accurately monitor training and development program participation.
- ❖ Current methods of evaluating EEO Program effectiveness are inefficient.

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REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT:	I. (a) Organization & Resources
PROBLEM/BARRIER STATEMENT:	Lack of consistency in the execution of DON's EEO Program as to resources, training, and understanding of roles and responsibilities.
OBJECTIVE:	Develop/Deploy a systematic approach to delivery of EEO Programs and services.
RESPONSIBLE OFFICIAL:	OCHR, CDEEEO, HRD, DCP, HRSC Dir.
TARGET DATE:	SEP 30 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Standardize EEO Program Requirements DON-Wide. <ul style="list-style-type: none"> a. Develop EEO Program guidance to accurately define roles and responsibilities: <ul style="list-style-type: none"> (1) DON Discrimination Complaints Management (2) AEP Program Management (3) General Program Management b. Deliver Program Guidance to Major Commands. 	SA/EEO, OECMA SA/EEO, AEP Manager SA/EEO, OCHR OCHR	JUL 2003 DEC 2003 DEC 2003 JAN 2004
2. Design EEO Program Marketing tools to communicate roles and responsibilities of EEO Officials.	SA/EEO, OCHR,	MAR 2004
3. Implement use of marketing tools to communicate EEO Official roles and responsibilities.	CDEEEO, HRO	JUN 2004
4. Assess execution of DON EEO Program policies and initiatives. <ul style="list-style-type: none"> a. Review current assessment methods to ensure value of measures currently in place (Self-Assessments, Command IG) and consistency with EEOC compliance requirements. b. Implement adjusted assessment methods. 	OCHR, CDEEEO CDEEEO, HRO	ANNUALLY: SEP 2004 SEP 2005 SEP 2006 SEP 2007

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PROGRAM ELEMENT:	I. (b) Organization & Resources
PROBLEM/BARRIER STATEMENT:	Lack of consistency in the execution of DON's EEO Program as to resources, training, and understanding of roles and responsibilities.
OBJECTIVE:	Implement a corporate EEO training/marketing program that clarifies roles and responsibilities.
RESPONSIBLE OFFICIAL:	OCHR, CDEEEO
TARGET DATE:	SEP 30 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Ensure DON EEO/HR Managers/Specialists have necessary competencies to execute EEO Program policies and initiatives.		
a. Develop/Deploy system to communicate DON EEO Program policy updates in a timely fashion.	OCHR, DCP, CDEEEO	SEP 2003
b. Develop metrics to assess integration of EEO principles and policy into all HR functions.	SA/EEO, OCHR	DEC 2003
c. Ensure metric are included in HR assessment program.	OCHR, DCP, CDEEEO	JAN 2004
d. Identify/customize training modules and resource tools for DON EEO/HR Program Managers/Specialists.	OCHR, DCP, CDEEEO	MAR 2004
e. Provide opportunities for standardized training resources/tools to be shared between Major Commands DON-Wide.	OCHR, CDEEEO, DCP	JUL 2004

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REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT:	I. (b) Organization & Resources (Continued)
PROBLEM/BARRIER STATEMENT:	Lack of consistency in the execution of DON's EEO Program, as to resources, training, and understanding of roles and responsibilities.
OBJECTIVE:	Implement a corporate EEO training/marketing program that clarifies roles and responsibilities.
RESPONSIBLE OFFICIAL:	OCHR, CDEEEO
TARGET DATE:	SEP 30 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
2. Ensure DON Management access to tools necessary to promote a highly effective EEO Program. <ul style="list-style-type: none"> a. DON identify topics for annual EEO training requirement. b. Review Annual DON-wide Manager/Supervisor training to ensure consistency of message. c. Conduct annual 4 hours of Manager/Supervisor training covering current EEO issues/and clarifying roles and responsibilities in DON EEO Program objectives. 	SA/EEO, OCHR CDEEEO, HRSC, HRO CDEEEO, HRSC, HRO	ANNUALLY: SEP 2003 SEP 2004 SEP 2005 SEP 2006 SEP 2007

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PROGRAM ELEMENT:	II. (a) Workforce Analysis
PROBLEM/BARRIER STATEMENT:	Significant underrepresentation exists for White, Hispanic and Native American women in all groups in the DON Blue Collar work force.
OBJECTIVE:	Improve the representation of Women in Blue Collar positions throughout DON.
RESPONSIBLE OFFICIAL:	Major Commands, Managers & Supervisors, HRSC, HRO
TARGET DATE:	SEP 30 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Develop/Deploy guidance on recruitment methods/sources.	SA/EEO, OCHR (Recruitment)	JAN 2004
2. Review recruitment methods/sources to ensure targeted groups are available for selection consideration	CDEEOO, DEEOO, HRSC, HRO	ANNUALLY: SEP 2004, 2005, 2006, 2007
3. Assess use of apprenticeship programs to attract women into trades positions. <ul style="list-style-type: none"> a. Advise Managers/Supervisors on available hiring programs. b. Identify candidate sources to feed such programs. c. Review current apprenticeship contracts/ Sources for adequacy and revise for improved results. d. Recognize significant strategies/results. 	HRD, HRO (Staffing function), HRSC Dir. HRSC Dir, HRD, DEEOO HRSC Dir, HRD, DEEOO HRSC Dir, HRD, DEEOO	ANNUALLY: SEP 2003, 2004, 2005, 2006, 2007

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REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT:	II. (b) Workforce Analysis
PROBLEM/BARRIER STATEMENT:	Significant underrepresentation exists for White, Black and Native American women in all groups in the DON Fire-Fighter/Police positions (Other occupations).
OBJECTIVE:	Improve the representation of Women in Fire-Fighter/Police (Other Occupations) positions throughout DON.
RESPONSIBLE OFFICIAL:	Major Commands, Managers & Supervisors, HRSC, HRO
TARGET DATE:	SEP 30 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Develop/Deploy guidance on recruitment methods/sources.	SA/EEO, OCHR (Recruitment)	JAN 2004
2. Review recruitment methods/sources to ensure targeted groups are available for selection/promotion consideration.	CDEEO, DEEO, HRSC, HRO	ANNUALLY: SEP 2003, 2004, 2005, 2006, 2007
3. Encourage use of all hiring authorities to attract women into Fire-Fighter/Police positions. a. Advise Managers/Supervisors on available hiring programs. b. Broaden recruitment sources to supply women candidates.	HRO (Staffing function) HRSC, HRO, DEEO	ANNUALLY: SEP 2003, 2004, 2005, 2006, 2007

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PROGRAM ELEMENT:	II. (c) Workforce Analysis
PROBLEM/BARRIER STATEMENT:	Insufficient systems/data to assess factors impacting retention of targeted groups.
OBJECTIVE:	Develop system to analyze factors impacting retention of targeted groups.
RESPONSIBLE OFFICIAL:	Major Commands, Managers & Supervisors, HRSC, HRO
TARGET DATE:	SEP 30 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Identify/Develop system to collect data regarding factors impacting retention of targeted groups.	SA/EEO, OCHR (Recruitment)	JAN 2004
2. Conduct assessment of data and report trends.	SA/EEO, CDEEOO	Annually: SEP 2004, 2005, 2006, 2007

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PROGRAM ELEMENT:	III. Discrimination Complaints Management
PROBLEM/BARRIER STATEMENT:	Trend analysis of discrimination complaints identified continuation of Reprisal claims and the most prevalent issues are non-sexual harassment, promotion/non-selection, terms and conditions of employment and assignment of duties.
OBJECTIVE:	Provide DON Management with tools/resources to enhance working relationships and minimize disputes.
RESPONSIBLE OFFICIAL:	OCHR, CDEEEO
TARGET DATE:	SEP 30 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Provide guidance/training tools to DON workforce to address claims of discrimination. <ul style="list-style-type: none"> a. Identify/Customize training modules or resources to deal with workplace relationships and leadership initiatives. b. Deliver training within Major Command. 	OCHR, CDEEEO CDEEEO, DEEEO	SEP 2004 ANNUALLY: SEP 2005, 2006, 2007
2. Increase use of ADR methods to improve resolution of claims of discrimination. <ul style="list-style-type: none"> a. Develop guidance/policy requiring facilitated discussion between manager/supervisor and employees during complaint process. b. Provide managers/supervisors training on ADR methods and the value of using these methods to effect resolution. c. Ensure DON employees are aware of ADR methods available to achieve resolution of issues. d. Assess effectiveness of prescribed ADR interventions and adjust policies as necessary. 	SA/EEO, DON ADR Manager DON ADR Manager, CDEEEO, HRSC (Code 10), DEEEO. CDEEEO, HRSC (Code 10), DEEEO. CDEEEO, HRSC (Code 10), DEEEO.	DEC 2003 ANNUALLY: JAN 2004, 2005, 2006, 2007 ANNUALLY: JAN 2004, 2005, 2006, 2007 ANNUALLY: JAN 2004, 2005, 2006, 2007

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PROGRAM ELEMENT:	IV. (a) Recruitment & Hiring
PROBLEM/BARRIER STATEMENT:	Significant underrepresentation of Hispanics continues in total DON Workforce. The use of external recruitment tools for improving Hispanic representation is limited or inefficient.
OBJECTIVE:	Improve representation of Hispanic Males and Females through targeted recruitment and retention efforts.
RESPONSIBLE OFFICIAL:	Major Commands, Managers & Supervisors, HRSC, HRO
TARGET DATE:	30 SEP 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Issue DON-wide Hispanic Employment Program Plan (HEP) with milestones and strategies that reflect a continuing priority for eliminating Hispanic underrepresentation.	SA/EEO, OCHR	DEC 2003
2. Identify appropriate recruitment sources to reach Hispanic Males and Females for the variety of occupations in DON.	HRO, Managers/Supervisors, Community Managers	MAR 2004
3. Increase utilization of Outstanding Scholars, Federal Career Intern Program, HACU Interns, PMI, apprenticeships, Co-op hiring, and other hiring authorities to increase Hispanic representation.	HRO, Managers/Supervisors, Community Managers	JUN 2004
4. Develop/Update Command HEP Plan initiatives in accordance with SECNAVINST 12720.8 and communicate initiatives to Manager/Supervisors.	SA/EEO, OCHR	MAR 2004
a. Incorporate Government-wide Hispanic Employment Initiatives issued by OPM in HEP Plans.	BOD, CDEEEO, Managers/Supervisors	MAR 2004
b. Increase manager/supervisor awareness of DON Hispanic Employment Initiatives through briefings and training.	OCHR, CDEEEO	JUN 2004

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PROGRAM ELEMENT:	IV. (b) Recruitment & Hiring
PROBLEM/BARRIER STATEMENT:	Data collection methods to monitor and assess applicant flow, recruitment efforts and hiring trends are insufficient. Roles and definitions of recruitment responsibilities are unclear within DON.
OBJECTIVE:	Enhance corporate recruitment efforts.
RESPONSIBLE OFFICIAL:	OCHR, DCP, CDEEO, HRO, Community Managers
TARGET DATE:	30 SEP 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Define roles and responsibilities connecting recruitment efforts with AEP initiatives.	OCHR, CDEEO, DCP, HRO	JAN 2004
2. Enhance current automated tools (i.e. Resumix) to assist in generating applicant flow data. <ul style="list-style-type: none"> a. Provide CDEEOs training on DON policy and implement use of automated AEP tool. b. Incorporate quarterly monitoring of workforce statistics (trend analysis) through automated AEP tool. c. Develop reporting format for inclusion with certificates. 	NOV 2003 SEP 2004 SEP 2005	
3. Develop/deploy strategy/policy to link DEU and HRSC's efforts with targeted recruitment initiatives.	OCHR (Recruitment), CDEEO, Community Managers.	SEP 2004
4. Develop a plan to capture and verify employee minority group self-identification data.	OCHR (RegOps, EEO), DCP, CDEEO	SEP 2004
5. Develop/Deploy standardized satisfaction survey tool that includes assessment of targeted recruitment results.	OCHR (RegOps)	SEP 2004

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PROGRAM ELEMENT:	V. Employee Development Programs
PROBLEM/BARRIER STATEMENT:	There is no corporate information system to accurately monitor training and development program participation.
OBJECTIVE:	Develop information system to track Employee Development information.
RESPONSIBLE OFFICIAL:	OCHR, DCPD
TARGET DATE:	30 SEP 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Review current methods of advertising career development opportunities.	DCPD, CDEEO, Community Managers	DEC 2003
2. Identify significant programs of leadership and executive development for inclusion in data analysis.	OCHR (Training), DCPD, Community Managers	SEP 2004
3. Develop/Deploy DON information system for Employee Development Programs.	OCHR (Training)	SEP 2005
4. Conduct analysis and provide assessment to community managers and senior leadership.	OCHR (EEO, Training) CDEEO	DEC 2005

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REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT:	VI. Promotions
PROBLEM/BARRIER STATEMENT:	Significant underrepresentation exists in the representation of Minorities and Women in grades 13-15 and SES.
OBJECTIVE:	Improve the representation of Women and Minorities in positions at grades 13-15 and SES.
RESPONSIBLE OFFICIAL:	Major Commands, Managers & Supervisors, HRSC, HRO
TARGET DATE:	SEP 30 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Conduct analysis to identify and eliminate barriers that impede progression above grade 12 for minorities and women in identified occupations.	OCHR, CDEEOO, HRO	JAN 2004
2. Identify appropriate Leadership/Career enhancing assignments and market to targeted audience.	HRO, Managers/Supervisors, Community Managers	JUN 2004
a. Develop mechanism for follow-up and feedback from participants.	OCHR, CDEEOO, DEEOO, HRO	SEP 2004
b. Deploy established tools.		JAN 2005
3. Provide pertinent analysis of AEP initiatives to Managers/Leaders and Community Managers.	OCHR, HRD, HRSC Dir	ANNUALLY: JAN 2004, 2005, 2006, 2007

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PROGRAM ELEMENT:	VIII. Program Evaluations
PROBLEM/BARRIER STATEMENT:	Current methods of evaluating EEO Program effectiveness are inefficient.
OBJECTIVE:	Develop consistent methods/tools to evaluate effectiveness/success of DON EEO Program initiatives and policies.
RESPONSIBLE OFFICIAL:	OCHR, CDEEEO
TARGET DATE:	30 SEP 2007

ACTION ITEMS:	RESPONSIBLE OFFICIAL (s)	MILESTONE
1. Review tools currently used to evaluate EEO Programs. a. Review OCHR self-assessment program tools for EEO. b. Benchmark program evaluation best practices used in other government agencies, DON/DOD entities and private companies. c. Identify/Implement adjusted evaluation methods.	SA/EEO, OCHR, CDEEEO	SEP 2003 DEC 2003 DEC 2004
2. Implement assessment tools that are in compliance with DON and EEOC regulatory requirements.	OCHR, CDEEEO	JUN 2006

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**Secretary of the Navy's Statement on
Equal Opportunity, Equal Employment Opportunity and
Sexual Harassment**

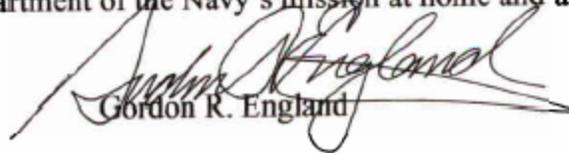
As Secretary of the Navy, I am personally committed to ensuring Equal Opportunity for each Sailor and Marine and Equal Employment Opportunity for each Civilian. The Department of the Navy's leaders, managers and supervisors shall ensure that individuals are judged solely on the basis of merit and ability and with respect for the differences that make us stronger.



Our Nation's diversity is one of its most enduring strengths. A workplace free from unlawful discrimination and reflective of our Nation's diversity is central to maintaining a mission-ready workforce. It is essential that we maintain an environment free of harassment, including verbal or physical conduct that creates an intimidating or hostile work environment for any individual.

I am fully aware that achieving these goals will require both a sincere commitment to and active participation in our Equal Opportunity and Equal Employment Opportunity efforts. That is my expectation of our leaders, managers, supervisors, and employees. My office is fully committed to ensuring that all personnel have the maximum opportunity for selection, advancement, retention, and recognition. Therefore, I charge our leaders to empower our Sailors, Marines and Civilians with the means necessary to reach their full potential. I also expect each Sailor, Marine and Civilian to demonstrate their talents and cooperation in helping our leaders meet this expectation.

Through our united efforts to maintain sensitivity to our cultural differences and value the contributions of each member of our team, we will enhance our ability to accomplish the Department of the Navy's mission at home and abroad.


Gordon R. England