
AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

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OFFICE OF RESOLUTION MANAGEMENT

NAME OF ORGANIZATION

810 Vermont Avenue N.W., Washington, D.C.

ADDRESS OF ORGANIZATION

ORGANIZATIONAL LEVEL: AGENCY MOC VISN
COMMAND INSTALLATION X HEADQUARTERS

NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL 243
PROFESSIONAL 1 ADMINISTRATIVE 219 TECHNICAL 22
CLERICAL 1 OTHER 0 BLUE COLLAR 0

Joan A. Hanson, EEO Field Manager, Hines, IL 60141 (708) 202-7066

NAME OF CONTACT PERSON/PERSON PREPARING FORM TELEPHONE NO.

VENTRIS C. GIBSON, Deputy Assistant Secretary, ORM

NAME OF TITLE OF PRINCIPAL EEO OFFICIAL

/S/ Ventriss C. Gibson

SIGNATURE OF PRINCIPAL EEO OFFICIAL DATE
CERTIFIED THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714

VENTRIS C. GIBSON, Deputy Assistant Secretary, ORM

NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

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EEO POLICY STATEMENT

The Department of Veterans Affairs, Office of Resolution Management (ORM), is fully committed to equal employment opportunity and the implementation of a strong affirmative employment program without regard to race, sex, religion, color, national origin, age, disability, sexual orientation and reprisal. It is the policy of this Office to provide equal opportunity in employment for all persons in its work force or being recruited for its work force and to prohibit discrimination in all aspects of its personnel policies, program practices and operations and in all its working conditions and relationships with employees and applicants for employment. This Office strongly promotes the full realization of equal opportunity in employment through continuing programs of affirmative employment at every management level. This Office subscribes to and implements to the fullest, the requirements of Title VII of the Civil Rights Act of 1964, as amended; Executive Order 11478, as amended; Age Discrimination in Employment Act of 1967; the Equal Pay Act of 1962, as amended; and the Vocational Rehabilitation Act of 1973, as amended, and the Rehabilitation Act of 1973, as amended.

The multi-year Affirmative Employment Plan (AEP) will reflect the mission of the Office by having all Field Offices contribute to our objectives. Developing a strong chain of communication and coordination among all levels of management and employees in this Office to reach and achieve the objectives of our AEP is paramount. To this end, ORM Field Managers and staff are expected to take an active, ongoing part in promoting and implementing the plan.

As evidence of my commitment to affirmative employment, standards for equal employment opportunity will be incorporated into our managerial performance appraisal system that requires each Field Manager and supervisor to take an active role in ensuring the development and implementation of ORM's affirmative action plan at his/her Field Office.

I expect full support from each ORM Field Manager/Regional EEO Officer and ORM staff in meeting the objectives of this program. Annual evaluations will be made to measure program accomplishments, and where imbalances or lack of progress are evident, necessary measure will be taken to remedy the problem.

/S/ Ventris C. Gibson

VENTRIS C. GIBSON
DEPUTY ASSISTANT SECRETARY
OFFICE OF RESOLUTION MANAGEMENT

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DELEGATION OF AUTHORITY

1. The Deputy Assistant Secretary (DAS), Office of Resolution Management (ORM) has ultimate responsibility for all equal employment opportunity programs within ORM. The DAS, is responsible for the following:

(a) Rendering fair and timely decisions in all areas of delegations of authority such as EEO complaints;

(b) Directing development of the ORM's multi-year affirmative employment plan, annual accomplishment reports, and affirmative employment program guidance, policies, standards, and procedures;

(c) Approval of input from individual Field Offices regarding affirmative employment program in compliance with ORM instructions;

(d) Communicating with EEO Field Managers/Regional EEO Officers concerning the implementation of policies affecting equal employment opportunity, diversity and affirmative employment for minorities and women;

(e) In coordination with the Office of Equal Opportunity and the Austin Automation Center, ensuring that adequate record-keeping and information systems are established and in operation throughout the Field Offices for monitoring and evaluation of equal employment opportunity and affirmative employment programs;

(f) Ensuring adherence to equal employment opportunity, diversity and affirmative employment program reporting instructions pursuant to current Equal Employment Opportunity Commission (EEOC) directives and internal Department guidance;

(g) Ensuring continuous monitoring and evaluation of equal employment opportunity, diversity and affirmative employment programs throughout ORM to assure implementation of program objectives;

(h) Reporting to the Assistant Secretary for Human Resources and Administration the status of the equal employment opportunity, diversity and affirmative employment programs throughout the ORM;

(i) Ensuring that all ORM employees with equal employment opportunity, diversity and affirmative employment program responsibilities are knowledgeable and adequately trained and that executives, managers, and supervisors are aware of the rights of all

employees, Department equal employment opportunity policy, and relevant Departmental guidance;

(j) Ensuring that equal employment opportunity objectives are designed to remedy identified problem areas; and

<p style="text-align: center;">AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN</p> <p style="text-align: center;">MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN</p> <p style="text-align: center;">DELEGATION OF AUTHORITY</p>

(k) Ensuring that EEO achievements are reflected by a separate factor in merit pay and performance evaluations of all Field Managers and supervisors.

2. ORM Field Managers/EEO Regional Officers are responsible for the following:

(a) Providing input into the development of the multi-year affirmative employment plan and annual accomplishment reports, in compliance with ORM instructions;

(b) Communicating the policies affecting equal employment opportunity, diversity and affirmative employment for minorities and women, and the implementation of these policies;

(c) Ensuring that adequate record-keeping and information systems are established and operational for monitoring and evaluation of equal employment opportunity and affirmative employment programs;

(d) Ensuring adherence to equal employment opportunity and affirmative employment program reporting instructions pursuant to current EEOC directives and internal Department guidance;

(e) Ensuring continuous monitoring and evaluation of equal employment opportunity and affirmative employment programs to assure implementation of program objectives;

(f) Reporting to the DAS, periodically on the status of equal employment opportunity and affirmative employment programs;

(g) Ensuring that all persons with equal employment opportunity and affirmative employment program responsibilities are knowledgeable and adequately trained and that managers, team leaders, and supervisors are aware of the rights of all employees, Department equal employment opportunity policies, and relevant Departmental guidance;

(h) Ensuring that equal employment opportunity objectives are designed to remedy identified problem areas;

(i) Ensuring that EEO achievements are reflected by a separate factor in performance evaluations of all managers, team leaders, and supervisors;

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(j) Advising the DAS on all matters affecting the implementation of ORM's EEO policy and programs under his/her jurisdiction;

(k) Supporting and maintaining equal employment opportunity and affirmative employment programs for his/her Field Office and ensuring that they are implemented effectively;

(l) Processing EEO discrimination complaints within established time frames and advising the DAS of significant developments;

(m) Publicizing equal employment opportunity, diversity and affirmative employment program policies to all ORM employees and applicants for employment;

3. The ORM staff is responsible for assisting and advising the DAS, Regional EEO Officers, management and administrative personnel on all matters relating to EEO in accordance with 29 CFR 1614.

4. The Affirmative Employment Committee and Special Emphasis Program Managers are responsible for the following:

Affirmative Employment Committee (AEC) is responsible for monitoring the affirmative employment program and advising the DAS and Regional EEO Officers of the adequacy of the program in supporting ORM's commitment to EEO principles. The committee should be representative of the racial, ethnic, and sex composition of the organization's work force.

Federal Women's Program Manager/Liaison is responsible for advising the DAS and Regional EEO Officers of the adequacy of the program supporting ORM's commitment to EEO principles. The primary function of the manager/liaison is to provide advice concerning women's issues and employment practices affecting women.

Hispanic Employment Program Manager/Liaison is responsible for advising the DAS and Regional EEO Officers of the adequacy of the program supporting ORM's commitment to EEO principles. The primary function of the manager/liaison is to provide advice concerning Hispanic issues and employment practices affecting Hispanics.

People with Disabilities Program Manager/Liaison advises the DAS and Regional EEO Officers on matters affecting the employment and advancement of people with

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disabilities. The primary function of the manager/liaison is an advocate for equal employment opportunity for people with disabilities and serves as a liaison between associations representing people with disabilities and management.

Asian American/Pacific Islander Employment Program Manager/Liaison advises the DAS and Regional EEO Officers on matters affecting the employment and advancement of Asian American/Pacific Islander. The manager/liaison is an advocate for equal employment opportunity for Asian American/Pacific Islander and provides advice concerning Asian American issues and employment matters related to Asian American/Pacific Islander.

Black Employment Program Manager/Liaison advises the DAS and Regional EEO Officers on matters affecting the employment and advancement of Blacks. The manager/liaison is an advocate for equal employment opportunity for Blacks and provides advice concerning Black issues and employment matters related to Black.

American Indian/Alaskan Native Employment Program Manager/Liaison advises the DAS and Regional EEO Officers on matters affecting the employment and advancement of American Indian/Alaskan Native. The manager/liaison is an advocate for equal employment opportunity for American Indian/Alaskan Native and provides advice concerning American Indian/Alaskan Native issues and employment matters related to American Indian/Alaskan Native.

Veterans Employment Program Manager/Liaison advises the DAS and Regional EEO Officers on matters affecting the employment and advancement of Veterans. The manager/liaison is an advocate for equal employment opportunity for Veterans and provides advice concerning Veteran issues and employment matters related to veterans.

5. The DAS, Regional EEO Officers, team leaders, etc. are expected to provide EEO leadership and direction within their respective organizational unit, not only through the establishment of personnel policies and procedures in compliance with the Department's objectives in the equal opportunity area, but through serving as a role model. The accomplishment of stated EEO objectives will be evaluated along with other program objectives during the performance, planning and review evaluation process.

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ORGANIZATIONAL CHART

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MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS

I certify that the qualifications of all staff, full-time or collateral, responsible for the administration of the EEO program, including the Regional EEO Officers, Federal Women's Program Manager, Hispanic Employment Program Manager, Black Employment Program Manager, Asian-American/Pacific Islander Program Manager, Veterans Employment Program Manager, American Indian/Alaskan Native Program Manager and the People with Disabilities Program Manager will be reviewed by competent authority and incumbents of these positions meet standards outlined in Qualifications Standards Handbook X-118 under "Equal Employment Opportunity Specialist GS-260" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings will be on file and available for review by EEOC officials.

I further certify that the provisions of FPM Letter 713-37, "Documenting EEO Collateral Duties in Official Position Descriptions" have been met.

/S/ Ventriss C. Gibson

VENTRIS C. GIBSON
DEPUTY ASSISTANT SECRETARY
OFFICE OF RESOLUTION MANAGEMENT

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PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

Issuance of Policy

The Office of Resolution Management is committed to providing a work environment free of sexual harassment. Each Field Office in ORM will issue an appropriate policy regarding sexual harassment stating all employees must be allowed to work in an environment free from unsolicited, unwelcomed sexual overtones. Our intention is to discourage employee misconduct that undermines the integrity of the employment relationship and the principle of good personnel management. It is not our intention to regulate the social interaction or relationships freely entered into by our employees.

To enforce ORM's policy, we must be careful to recognize the various forms of sexual harassment. It can be deliberate or repeated unsolicited verbal comments or physical contacts of an intimate sexual nature that is unwelcome to the recipient. It can also be an employment decision, or threat of a decision affecting an employee's job for refusal or acceptance of a request for sexual intimacy. Additionally, sexual harassment may occur when an employer has created or allowed to continue a hostile or abusive working environment for members of a specific sex. The sexual harassment must be sufficiently severe or pervasive to alter the conditions of employment and create an abusive working environment.

Complaints of sexual harassment in the work place may be filed under 29 CFR Part 1614 and are covered under Title VII of the Civil Rights Act of 1964, as amended and the Civil Rights Act of 1991. Each Field Office has issued policies providing all employees with instructions on how to file sexual harassment complaints.

Training

ORM will ensure adequate training to all ORM staff in the area of Prevention of Sexual Harassment. Additionally, the DAS will assure adequate training is provided to all ORM staff that will equip them to perform their duties as they relate to sexual harassment more effectively. Training may involve the following:

- Training tapes that are available in ORM's Learning Resource Center
- Training at New Employees' Orientation at the host facility
- Sexual harassment training for all employees
- Issuing policy statements
- Sexual harassment articles in ORM's Newsletter entitled "Gateway"
- Formal training classes
- ORM Website

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STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM

A system for evaluating program status and achievements has been developed and is a part of the affirmative action program. Statistical data on employment of the protected groups in ORM will be issued to all reporting levels for planning and evaluating purposes.

ORM will monitor and evaluate other program objectives and personnel transactions accomplished by reviewing plans and reports, assessing data, making on-site reviews and technical assistance visits to ORM Field Offices, reviewing and analyzing reports and evaluations made by EEOC, and utilizing personnel management evaluations. Identification of barriers and the elimination of impediments are made a part of the affirmative action process with target dates for corrective action.

Management, personnel, and budget planning are integrated with affirmative employment planning through evaluations, establishment of EEO objectives and affirmative action plan development. The EEO staff is a part of the planning team involved in proposed personnel policies.

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**PROGRAM ANALYSIS
ORGANIZATION AND RESOURCES**

In May 1997, Secretary-Designate Gober appointed a task force to recommend changes to criticism that the Department of Veterans Affairs does not process complaints of discrimination appropriately due to the influence of local VA officials. The recommendations of this Task Force included: establishment of an independent Office of Resolution Management (ORM) headed by a Deputy Assistant Secretary; appointment of full-time EEO counselors and investigators reporting to ORM; and discontinue designating facility directors as EEO Officers as it relates to complaint processing. As of November 1997, Public Law 105-114 was passed to establish ORM.

The Office of Resolution Management was established to be consistent with the Department Of Veterans Affairs "Plan for Transformation: Reengineering the Equal Employment Opportunity Complaint Process" and Public Law 105-114. With an operating budget of \$27.8 million, ORM accomplished its responsibilities for processing complaints of discrimination through a nationwide network of twelve Field Offices employing nearly 260 full-time EEO professionals.

Under the leadership of a Deputy Assistant Secretary for Resolution Management, ORM reports to the Assistant Secretary for Human Resources and Administration. The DAS is assisted by a staff of professionals whose primary function and expertise include human resource management, finance and budgeting, and planning. Other areas of expertise needed in ORM are delegated to the Field Managers at individual Field Offices. These Field Offices preserve the expertise which was previously available in the individual medical centers or regional offices and ensures continuity of operation.

In establishing ORM, the Secretary of Veterans Affairs provided continuous and dedicated support to ensure that ORM had all necessary resources and assistance from every VA organization during implementation and its first few months of operation. During the implementation period, ORM negotiated space for its field offices and satellites. Initial ORM staff managed the development of its information technology platform; procured furnishings, supplies and equipment; and the transition of EEO cases in various stages in the EEO process.

As far as the organizational structure, the DAS works closely with VA officials in resolving EEO complaint issues and coordinates the development of VA Resolution Management Programs and initiatives with the Equal Employment Opportunity Commission. The Director of Field Operations assists the DAS in formulating and implementing Department-wide policies and procedures to ensure the integrity, effectiveness and impartiality of the complaint system. The Director has oversight of all ORM Field

Operations and serves as ORM's technical expert in EEO complaint processing. The Field Manager/Regional EEO Officer is responsible for the full scope of EEO complaint processing and operations within an assigned geographic area. The Field Manager formulates and directs organizational requirements, goals and objectives, and serves as the principal ORM spokesperson in his or her servicing area.

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PROGRAM ANALYSIS

WORKFORCE

ORM opened its first three Field Offices in March 1998 and the last three Field Offices in July 1998. Recruitment for ORM employees commenced immediately following the passage of Public Law 105-114. As a result of these recruitment efforts, the Office of Resolution Management (ORM) of the Department of Veterans Affairs employed 224 people as of September 30, 1998, compared to 243 this year. This is an increase of 19 employees from the last reporting period. This includes the diversified work forces of the entire United States. The twelve Field Offices and twelve satellite offices which comprise ORM are strategically located throughout the United States. Since all of the workforce comprising these Field Offices were recruited by nationwide vacancy announcements, the Civilian Labor Force (CLF) statistics were used in the analysis.

In preparation for our analysis, a Manifest Imbalance (MI) occurs when work force representation is 26-75% of the appropriate CLF representation. A Conspicuous Absence (CA) is present when the work force representation is 25% or less of the appropriate CLF representation. In cases where it would take less than one person to eliminate the MI or CA, corrective action is usually not required. Also establishing numerical objectives for categories identified as a MI is usually optional, therefore, recruitment or numerical objectives will be only designated for categories identified as a CA.

TOTAL ORM EMPLOYMENT:

The following chart shows the composition of the overall workforce in ORM and the net change for minorities and women since the inception of the ORM structure in 1998.

	FY 98	FY 99	CLF	Net Change
	<u>PERCENT</u>	<u>PERCENT</u>	<u>PERCENT</u>	<u>FY 98 TO 99</u>
All minorities	65.6	67.9	22.1	2.3
All women	65.6	65.4	45.7	-0.2
White males	12.1	11.1	42.6	-1.0
White females	22.3	21.0	35.3	-1.3
Black males	18.3	19.8	4.9	1.5
Black females	33.5	34.2	5.4	0.7

Hispanic males	3.1	2.9	4.8	-0.2
Hispanic females	7.1	7.0	3.3	-0.1
AA/PI males	0.9	0.8	1.5	-0.1
AA/PI females	1.8	2.5	1.3	0.7
AI/AN males	0.00	0.0	0.3	0.0
AI/AN females	0.9	0.8	0.3	-0.1

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**PROGRAM ANALYSIS
WORKFORCE**

Protected groups are well represented within ORM with the exception of American Indian/Alaskan Native males. Categories exceeding the CLF during FY 1998 and 1999 include Black males and females, Hispanic females, Asian American/Pacific Islander females, and American Indian/Alaskan Native females. When comparing the overall ORM workforce with the CLF categories exhibiting a “manifest imbalance” for 1998 and 1999 included White males, White females, Hispanic males, and Asian American/Pacific Islander males. The only protected category that is recognized as a CA is the American Indian/Alaskan Native male category.

WHITE (W) MALES

The overall number of White males employed in ORM during 1998 and 1999 was 27. Although this category remained numerically stable, their percentage representation decreased by 1%. It is not anticipated that numerical goals will be proposed for this category.

WHITE (W) FEMALES

The number of White females increased by one from 1998 to 1999 from a total of 50 to a total of 51 White females. As with the White male category, the White females are recognized as a MI.

BLACK (B) MALES

Black males were numerically represented in 1998 with a total of 41 males. During 1999, this representation increased by seven. When compared to the CLF, the Black male category is well represented in the ORM workforce.

BLACK (B) FEMALES

Black females were numerically represented by a total of 75 females in 1998. During 1999, this representation increased to 83. As with the Black males, the females are well represented in the overall ORM workforce and would not require a hiring goal.

HISPANIC (H) MALES

The number of Hispanic males included a total of seven Hispanic males for 1998 and 1999, however, the percentage representation decreased from 3.1% in 1998 to 2.9% in 1999. This category did present as a MI in both 1998 and in 1999. The recruitment of one Hispanic male would eliminate this MI, however, establishing numerical objectives for categories that present as an MI is optional.

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**PROGRAM ANALYSIS
WORKFORCE**

HISPANIC (H) FEMALES

Hispanic female representation increased by one in 1999 for a total of 17 from the previous year's 16. The Hispanic females are well represented in comparison to the CLF and did not identify as a MI or a CA.

ASIAN AMERICAN/PACIFIC ISLANDER (AA/PI) MALES

Asian American/Pacific Islander males remained the same for both years with a total of two males. Percentage representation decreased from 0.9% to 0.8%. The under representation index was found to be 59.5% to 54.9% which is classified as a MI. It is not anticipated that a numerical objective would be established at this point since a recruitment goal of less than one would eliminate the imbalance.

ASIAN AMERICAN/PACIFIC ISLANDER (AA/PI) FEMALES

Asian American/Pacific Islander females were represented by four females during 1998 which increased to six in 1999. When compared to the CLF, they are well represented and numerical objectives will not be recommended.

AMERICAN INDIAN/ALASKAN NATIVE (AI/AN) MALES

This was the only category in ORM's workforce that was not represented in 1998 and remained in 1999. Although a recruitment goal of less than one (0.5) would eliminate the under representation index of 0% which equates to a CA, it will be targeted for establishing a goal to eliminate the CA.

AMERICAN INDIAN/ALASKAN NATIVE (AI/AN) FEMALES

American Indian/Alaskan Native females remained at two females in 1998 and in 1999. This exceeds the CLF statistics so at this point, no recruitment objectives will be established.

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**PATCOB/MISSION RELATED
OCCUPATIONS ANALYSIS**

The Classification Act of 1949 and Public Law 92-392 developed a guide to aid agencies in classifying positions under "general schedule occupations" or "federal wage system occupations". General schedule occupations includes all classes of positions the duties of which are to administer, supervise, or perform work which is typical of "white collar occupations". "White collar occupations" include those positions that are classified as Professional, Administrative, Technical, Clerical, and Other. "Blue collar occupations" are those positions classified in the wage grade series. All positions currently under the auspices of ORM are classified as "white collar occupations", therefore, our analysis will not address "blue collar or wage system occupations".

For brevity, PATCOB is an acronym that will be used throughout this report to identify the "white and blue collar occupations" referred to above.

WHITE COLLAR OCCUPATIONS

The number of employees in White Collar occupations increased by 19 from 224 in 1998 to 243 in 1999. A comparison of the distribution by EEO groups would remain the same as the total ORM employment chart found on Page. Therefore an analysis of the overall categories would be redundant.

BLUE COLLAR OCCUPATIONS

ORM does not currently employ any employees who are currently classified in the "blue collar occupations."

ANALYSIS BY PATCOB

Using the U.S. 1990 CLF data, an analysis of each PATCOB category was done to show changes from the previous year in comparison to the CLF representation.

PROFESSIONAL: During 1998, there were no positions classified in the professional series. However in 1999, one position was identified. This professional position, Learning Resources Officer, is occupied by a Black male. Since there are no other positions that are considered in the professional occupations, all of the other protected categories, Black males and females; Hispanic males and females, Asian American/Pacific Islander males and females, American Indian/Alaskan Native males and females, would present as a CA. Also, to establish numerical objectives for all of the Cas identified in the professional categories would be unrealistic. The distribution of EEO groups in this category is shown in the following chart:

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**PATCOB/MISSION RELATED
OCCUPATIONS ANALYSIS**

	<u>FY 98</u> <u>PERCENT</u>	<u>FY 99</u> <u>PERCENT</u>	<u>CLF</u> <u>PERCENT</u>	<u>Net Change</u> <u>FY 98 TO 99</u>
White males	00.0	00.0	54.7	0.0
White females	00.0	00.0	30.3	0.0
Black males	00.0	100.0	2.4	100.0
Black females	00.0	00.0	3.2	0.0
Hispanic males	00.0	00.0	2.1	0.0
Hispanic females	00.0	00.0	1.4	0.0
AA/PI males	00.0	00.0	3.5	0.0
AA/PI females	00.0	00.0	1.9	0.0
AI/AN males	00.0	00.0	0.2	0.0
AI/AN females	00.0	00.0	0.2	0.0

ADMINISTRATIVE: The majority of ORM staff is employed in occupations that are classified as administrative. During 1998, that occupation included 205 ORM staff. During 1999, the number of ORM staff employed increased to 219. The distribution of EEO groups in this category is shown in the following chart:

	<u>FY 98</u> <u>PERCENT</u>	<u>FY 99</u> <u>PERCENT</u>	<u>CLF</u> <u>PERCENT</u>	<u>Net Change</u> <u>FY 98 TO 99</u>
White males	12.7	11.9	42.1	-0.8
White females	20.5	20.6	40.4	0.1
Black males	20.0	21.5	3.6	1.5
Black females	32.2	31.5	5.4	-0.7
Hispanic males	3.4	3.2	2.6	-0.2
Hispanic females	7.3	7.3	2.6	0.0
AA/PI males	1.0	0.9	1.4	-0.1
AA/PI females	2.0	2.3	1.4	0.3
AI/AN males	0.0	0.0	0.3	0.0
AI/AN females	1.0	0.9	0.3	-0.1

A further analysis of the protected categories show that in 1998, women occupied 69.7% of the Administrative positions while minorities occupied 64.1%. Black males, Black females, Hispanic males, Hispanic females, Asian American/Pacific Islander females and American Indian/Alaskan Native females exceeded their national representation in the

CLF statistics for Administrative positions. The categories that were found to be a MI were White males and females and Asian American/Pacific

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OCCUPATIONS ANALYSIS

Islander males with an under representation indexes of 28.2%, 50.9% and 65.2%. One CA identified in the category of the American Indian/Alaskan Native males again resulted in an under representation index of 0%. Corrective action to eliminate this CA could be successful with the recruitment of 0.5 FTE. Although current positions in ORM are full-time, it is anticipated that recruitment efforts will target the CA.

In 1999, women occupied 62.3% of the Administrative positions while minorities categories experienced a slight percentage increase to 67.6%. Those categories identified in the previous paragraph that were identified as a “manifest imbalance” or “conspicuous absence” in 1998, remained unchanged in 1999.

TECHNICAL: Positions classified as technical in nature were occupied by a total of 19 ORM employees in 1998 which increased to a total of 22 in 1999. These positions were classified as the EEO Assistants. The distribution of EEO groups in this category is shown below:

	FY 98 PERCENT	FY 99 PERCENT	CLF PERCENT	Net Change From FY 98 TO 99
White males	5.2	4.6	36.1	-0.6
White females	42.1	27.3	42.9	-14.8
Black males	0.0	0.0	3.6	0.0
Black females	47.4	59.1	6.6	11.7
Hispanic males	0.0	0.0	3.2	0.0
Hispanic females	5.3	4.6	3.4	-0.7
AA/PI males	0.0	0.0	1.9	0.0
AA/PI females	0.0	4.6	1.6	4.6
AI/AN males	0.0	0.0	0.4	0.0
AI/AN females	0.0	0.0	0.4	0.0

In 1998, women occupied 84.2% of the positions while minorities occupied 52.7%. Black and Hispanic females exceeded their representation in the CLF statistics for Technical positions. Males are identified as a CA in all categories including White as well as Asian American/Pacific Islander and American Indian/Alaskan Native females. No Manifest Imbalances were present. In 1999, all male categories remained as a CA but the female categories had a slight variation. White females when compared to the CLF, show an

under representation index of 63.57% which equates to an MI. The only other female category requiring action is the American Indian/Alaskan Native female category that has no numerical representation.

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**PATCOB/MISSION RELATED
OCCUPATIONS ANALYSIS**

CLERICAL: The number of employees in Clerical occupations was nonexistent in 1998. However in 1999, this category was represented by one ORM employee. The distribution of EEO groups in this category is shown below:

	FY 98 PERCENT	FY 99 PERCENT	CLF PERCENT	Net Change FY 98 TO 99
White males	00.0	0.0	14.0	0.0
White females	00.0	0.0	63.4	0.0
Black males	00.0	0.0	2.8	0.0
Black females	00.0	100.0	9.6	100.0
Hispanic males	00.0	0.0	1.7	0.0
Hispanic females	00.0	0.0	5.2	0.0
AA/PI males	00.0	0.0	0.8	0.0
AA/PI females	00.0	0.0	1.9	0.0
AI/AN males	00.0	0.0	0.1	0.0
AI/AN females	00.0	0.0	0.5	0.0

To establish numerical objective for all of the CAs identified in the clerical categories would be unrealistic.

OTHER: this group includes all classes of positions the duties of which are to administer, supervise, or perform work which cannot be included in other occupational groups either because the duties are unique, or because they are complex and come in part under various groups. Examples of occupations in this category include correctional officer series, safety and occupational health management series, chaplain series, etc. Due to the nature of these jobs, ORM does not currently employ any staff that would fall under this occupation. Therefore no analysis is be offered at this time.

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PROGRAM ANALYSIS

PATCOB/MISSION RELATED OCCUPATIONS ANALYSIS

The following chart provides an overall picture in one glance demonstrating where the “conspicuous absence” and “manifest imbalance” exist. A Manifest Imbalance (MI) occurs when work force representation is 26-75% of the appropriate Civilian Labor Force representation. A Conspicuous Absence (CA) is present when the work force representation is 25% or less of the appropriate Civilian Labor Force representation. In cases where it would take less than one person to eliminate the Manifest Imbalance or Conspicuous Absence, corrective action is usually not required. Also establishing numerical objectives for categories identified as a Manifest Imbalance is usually optional, therefore, recruitment or numerical objectives will be only designated for categories identified as Conspicuously Absent.

	<u>Manifest Imbalance</u>	<u>Conspicuous Absence</u>
PROFESSIONAL (Number of ORM employees in this occupation – 1)	None	White Male White Female Black Female Hispanic Male Hispanic Female AA/PI Male AA/PI Female AI/AN Male AI/AN Female
ADMINISTRATIVE (Number of ORM employees in this occupation – 219)	White Female White Male AA/PI Male	AI/AN Male
TECHNICAL (Number of ORM employees in this occupation – 22)	White Female	White Male Black Male Hispanic Male AA/PI Male AI/AN Male AI/AN Female
CLERICAL (Number of ORM employees in this occupation – 1)	None	White Male White Female Black Female Hispanic Male

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PATCOB/MISSION RELATED OCCUPATIONS ANALYSIS

	Hispanic Female	AA/PI Male AA/PI Female AI/AN Male AI/AN Female
OTHER (No Representation)	None	None
BLUE COLLAR (No Representation)	None	None

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PROGRAM ANALYSIS

MAJOR/MISSION RELATED OCCUPATIONS ANALYSIS

On October 13, 1987, the Equal Employment Opportunity Commission (EEOC) issued Management Directive (EEO-MD 714, "Instructions for the Development and Submission of Federal Affirmative Employment Multi-Year Program Plans, Annual Accomplishment Reports and Annual Plan Updates for FY 1988 through FY 1992." In this plan, certain occupations were identified as major occupations in the VA. These occupations were comprised of 100+ employees. Later on, certain occupations were identified as mission-related occupations. These were occupations that had a direct correlation to the mission of the VA and had at least 10 employees.

During 1998 and 1999, one occupation could be described as a major occupation in ORM. This was the classification for the equal employment specialists which included the EEO counselors and intake specialists. An analysis of this series is as follows.

EQUAL EMPLOYMENT SPECIALIST, GS 260

In 1999 at total of 169 ORM employees occupied this series increasing from 160 in 1998. In 1998, the White and American Indian/Alaskan Native male categories were the only CA's with an under representation index of 22.3% and 0%. This remained consistent with 1999 figures with a slight change in the White male index to 18.3%. A MI was identified in the White female category for 1998 and 1999.

Although most ORM employees are in this occupation, two other occupations that are directly related to the mission of ORM include the EEO Investigators, equal employment specialist, GS 360 and the equal employment assistant, GS 361. A brief analysis of these two occupations follows.

EQUAL EMPLOYMENT SPECIALIST, GS 360

In 1999, at total of 45 ORM employees occupied this series. This series includes all EEO investigators. A comparison of the particular minority and the percentage of that same group in the CLF revealed that AA/PI males and AI/AN males and females were identified as a "CA". A "MI" was identified in the White male and female categories.

EQUAL EMPLOYMENT ASSISTANT, GS 361

In 1999, a total of 21 ORM employees occupied this series. A comparison of the particular minority and the percentage of that same group in the CLF revealed that White male, Black male, Hispanic male, Asian American/Pacific Islander male and AI/AN male

categories were identified as a CA. The only female category that identified
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**PROGRAM ANALYSIS
 MAJOR/MISSION RELATED OCCUPATIONS ANALYSIS**

as a CA was the AI/AN female category. The only MI was present in the White female category.

The only mission-related occupation is the computer specialist, GS-334. Even though this occupation did not include more than ten employees, a brief analysis is offered.

COMPUTER SPECIALIST, GS-334

In 1999, ORM employed a total of three computer specialists. The distribution of these individuals included one White male, one Black male and one Hispanic female. All other protected categories presented as a CA.

PROFESSIONAL OCCUPATIONS

Psychologist, GS-180
 Social Worker, GS-185
 Physician, GS-602
 Registered Nurse, GS-610
 Dietitian, GS-630
 Dentist, GS-680
 Medical Technologist, GS-644
 Pharmacist, GS-660

**MANIFEST
 IMBALANCE**

**CONSPICUOUS
 ABSENCE**

ADMINISTRATIVE OCCUPATIONS

Computer Specialist, GS-334

 Veterans Claims Examiner, GS-996
 Loan Specialist, GS-1165

**MANIFEST
 IMBALANCE**

White Males
 Black Males
 Hispanic Females

**CONSPICUOUS
 ABSENCE**

White Females
 Black Females
 Hispanic Males
 AAPI Males
 AA/PI Females
 AI/AN Males
 AI/AN Females

TECHNICAL OCCUPATIONS

Psychology Technician, GS-181

**MANIFEST
 IMBALANCE**

**CONSPICUOUS
 ABSENCE**

Accounting Technician, GS-525
Physician Assistant, GS-603
Medical Technician, GS-645

Diagnostic Radiology Tech, GS-647
Medical Machine Tech GS-649
Pharmacy Technician, GS-661
Contact Representative, GS-962
Purchasing Agent, GS-1105

CLERICAL OCCUPATIONS

**MANIFEST
IMBALANCE**

**CONSPICUOUS
ABSENCE**

WAGE OCCUPATIONS

Cemetery Caretaker, WG-4754

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**PROGRAM ANALYSIS
DISCRIMINATION COMPLAINTS**

Analysis of discrimination complaints activity since the establishment of ORM revealed that approximately 18 complaints of discrimination have been filed against ORM with eight of those complaints from ORM employees. A review of this activity revealed that three identified termination or a proposed termination action as the issue. Three others identified performance-related matters as the issues. Harassment (non-sexual) was also identified as an issue in three complaints. The most common basis was race and/or color in five complaints.

The remaining ten complaints were filed by individuals outside of ORM but against ORM. The issue most commonly identified was non-selection due to race.

This analysis is rather limited due to the length of time that ORM has been existence. It is also based on information from field offices who have been delegated the processing responsibilities for the cases against other field offices. When preparing this analysis, it became apparent that the Field Offices that had complaints alleging that they had discriminated, had limited knowledge of the reasons for the activity.

To maintain the effectiveness of the discrimination complaints system, the Affirmative Employment Committee and Special Emphasis Program Managers will want to continue to review complaint activity in order to determine if any potential EEO problems exist. Several initiatives that may contribute to the reduction or elimination of discrimination complaints filed by ORM employees and/or against ORM include the develop of EEO

training modules to be presented to ORM Field Managers and their responsibilities as they relate to EEO, the creation of an “ombudsman” position and complete ORM’s mediation program to assist in mediating and resolving complaints.

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**PROGRAM ANALYSIS
RECRUITMENT AND HIRING**

In analyzing the employment data for the Office of Resolution Management, overall minorities and women are well represented and, in many instances, meet or exceed government-wide representation of EEO groups. This appears to indicate that, as a whole, recruitment strategies have been effective in recruiting and hiring minorities and women. However, a review revealed under-representation of minorities and women in certain occupational categories and grade levels. A thorough analysis is presented under the section of Workforce found in the program analysis of this report. Due to the current structure and mission of this organization, the professional, clerical, other and blue-collar occupations have little or no representation.

During the initial recruitment stages, all recruitment and hiring was executed in the Office of the Deputy Assistant Secretary, Office of Resolution Management by the Human Resource Management Specialist. Since May 1999, recruitment and hiring has been contracted out to the Austin Automation Center in Austin, Texas.

The Office of Resolution Management is evolving as an organization with human resource requirements based on workload-driven criteria and performance expectations which drive productivity. During this period of evolution, shifting of human resources has resulted in the creation of hybrid positions identified as "C-1" or "C-2" positions. These positions are entitled counselor/investigator and investigator/intake specialist positions. These positions provide flexibility to individual field offices to reassign staff wherever needed at a specific period of time.

Areas of the country that did experience recruitment difficulties can be contributed to the cost of living in that area and not to availability of the applicants.

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**PROGRAM ANALYSIS
EMPLOYEE DEVELOPMENT PROGRAMS**

With the creation of the Office of Resolution Management, employee training was identified as a crucial element in the success of this new organization. During the implementation phase, a training curriculum for a three-week period sufficient to provide each ORM employee with a foundation for beginning assignments with ORM was provided. Now with all offices in full operation, ORM has established the Learning Resources Center located at the Bay Pines ORM Field Office.

The Office of Resolution Management Learning Resources' Strategic Plan creates initiatives that address two different but equally important fronts. The first or *internal* front has as its primary focus and objective the design, development, and deployment of training products that will increase the proficiency and productivity of ORM employees and develop within them the competencies and behavioral indicators that high performing EEO professionals should possess. The second or *external* front primarily focuses on the creation, coordination, and marketing of awareness initiatives that address the VA's global culture and working environment as they pertain to EEO discrimination complaint processing.

I. ORM Internal Training Initiative

The Learning Resources *internal* front consists of training initiatives designed to develop ORM employees professionally and enhance the knowledge, skills, and abilities needed to process cases at all stages of the EEO Discrimination Complaint Process.

Learning Resources offers basic mediation skills training to all EEO Counselors and other selected ORM employees in an attempt to provide them with the requisite skills necessary to facilitate informal resolution of discrimination complaints.

Since trained and experienced investigators are the cornerstone of discrimination complaint processing, ORM has designed, developed, and delivered curricula that focus on the skills needed to conduct a thorough and comprehensive investigation. Training that develops skills as focusing an investigation through legal analysis, e.g., using element identification & fact particularization to focus investigative interviews and identify needed documentation; and preparing thorough and comprehensive investigative reports are planned. Additionally, we will provide investigators with training that maximizes the potential of any distance technology employed by ORM to conduct investigations in a more timely fashion, thereby reducing the need for on-site investigations.

We will offer management development courses to Field Managers and Intake Specialists that develop and facilitate an innovative and effective management environment within each field office. We recognize that effective organizations teach and stress leadership at the lowest occupational levels. Therefore, our plan offers leadership development opportunities to all ORM employees, regardless of position.

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EEO Program Assistants will be provided training that hones those skills needed to provide administrative support to members of the ORM field office staff. Additionally, we will provide Program Assistants with automation training that focuses on efficient, effective, and innovative approaches to streamlining administrative processes at their field office.

We will continue to deliver training to each field office that focuses on interpersonal effectiveness and building the effective and cohesive work teams that ORM needs to accomplish its goals and realize its organizational vision. Increasing the knowledge, skill, and ability of each individual employee and building effective work teams will be our response to addressing the current backlog of cases facing the organization.

A. National Training Initiatives for FY 2000

A detailed chart of the initiatives, projected dates, estimated costs, etc. can be found in Appendix 1. During Fiscal Year 2000, Learning Resources may offer other courses, conferences, broadcasts, and workshops as deemed necessary by the ORM training committee and/or ORM Senior Management.

B. Local Training Initiatives

Independent Study Program. Self-study training courses are currently being offered which are aimed at enhancing the knowledge, skills, and abilities of all ORM employees. Self-study allows employees to learn at their own pace, at any location, as well as allow agencies to save on travel and per diem costs associated with traditional, classroom-based study. We procured the following correspondence courses for our training library. We will store these materials at the Bay Pines training facility. Our web page features a list of these items and an on-line enrollment form with which, ORM employees may sign up for them as needed. The courses identified below are relevant to the ORM mission and should greatly compliment our employee education program.

Under Deferred Enrollment, USDA will send certificates of enrollment for the courses listed above. Students who register for these courses will be sent the appropriate enrollment certificate. After completing the information requested, the enrollee should mail the certificate to USDA. Within a few days, the student will receive the course and all related materials. If we find that some courses are needed more than others are, Learning Resources will simply inform USDA. USDA will switch them for the courses we desire. Employees may choose other USDA correspondence courses not offered on this list.

1. **Videotape Library.** American Media Publishing Videos with Written Instructional Materials and Satellite Broadcast Recordings (Different ORM Products). Field managers who desire to train their staffs on a specific topic internally can use these materials.

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2. **Field Office Initiated Courses.** Each Regional EEO Officer in collaboration with Learning Resources is encouraged to develop a local in-service training plan that, while complementing the national plan, focuses on the learning needs of employees at the specific field office. Such courses will be conducted at the local level. Training that may fall in this category are automation training, writing and grammar courses, and other courses that supplement training delivered at the national level.

C. Distance Learning Initiatives

Learning Resources seeks to develop an infrastructure capable of supporting state of the art education, training, and performance management through an interface with computer and communication capabilities. Hence, we are exploring ways of deploying training modules to all ORM and Department employees through the ORM Intranet. We have already established a Learning Resources link to the ORM web page. This link when fully developed will feature such items as:

- Access to interactive computer based training modules that cover a wide range of topics to include, sexual harassment, diversity, conflict resolution, EEO awareness, and courses concerning effective management and EEO
- Access to computer based training modules that cover the use of MS Word, EXCEL, and ACCESS.
- An on-line ORM news letter
- An on-line training calendar that features on-line course registration

- An on-line EEO Learning Library (Video's and instructional materials) w/on-line request forms.
- Access to on-line training modules specifically developed for ORM EEO Assistants, Counselors, Investigators, and Intake Specialists
- On-line skill/competency assessments
- Interactive Desktop Conferencing

Employing this technology offers a cost efficient solution to delivering training and performance management. On-line training will permit students to work in a self-paced environment, moving ahead when they are ready. Also, it should result in a significant saving of travel dollars.

1. **On-line Mini Courses (All positions).** Learning Resources has developed and designed a series of "short" courses and plans to deploy them through the ORM Intranet. Courses include (1) The Discrimination Complaints Process, (2) EEO Laws and Regulations, (3) Theories of Discrimination, (4) EEO Investigations: Focusing the Interview through Element Identification & Fact Particularization, and (5) Evidence. We plan to develop many more. We recently requested procurement of distance learning solution software

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2. that will allow us to create and deploy these courses and monitor their use and effectiveness through on-line skills/competency assessments. Employees may choose to use these mini courses as refresher courses or use them to increase their knowledge of the EEO process. Managers may choose to use them to train new members of the ORM team.
3. **Interactive Desktop and Video-Teleconferencing Courses.** During FY 2000, ORM Learning Resources will enhance its delivery of training through the use of an interactive desktop conferencing solution that would allow users to deliver "live" presentations over the Intranet. This solution would provide cost efficient training directly to and from the users' desktop.

D. Automated Skills Assessment

We plan to fully employ the use of an automated skills assessment module that is integrated into the distance learning software solution that we will use to deliver our computer-based training initiatives. This software solution will fully integrate with other course development tools, allowing for complete skill assessment. Students will be required to complete on-line examinations at the end of each on-line training course. The software solution will grade each examination giving the

student his/her final score. Depending upon the results of the examination, the software will create for the student a specific curriculum that addresses his/her learning needs. The software automatically records student activity and training needs by writing to an Oracle database. Learning Resources will have the ability to manipulate this data and provide information on skill/competency assessments to field managers and other interested parties within the ORM leadership.

E. Internal Certification Program

Learning resources will spearhead an initiative to develop an EEO Specialist certification program for its counselors, mediators, investigators and intake specialists. Certification would serve as an incentive for ORM EEO professionals to achieve the level of excellence that would ultimately realize our vision of being "the best in government."

II. ORM External Initiatives

Learning Resources will create, coordinate, and market awareness initiatives that address the culture and working environment of the entire Department as they pertain discrimination complaint processing. It would be counterproductive for ORM to be working on the development of an efficient and effective EEO complaint processing system without also addressing the workplace attitudes and behaviors that produce these human related misunderstandings as well as outright personnel confrontations.

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Mass agency wide marketing of these awareness initiatives to the entire VA population will spearhead an effort to decrease EEO Complaints as a whole and thus lessen the case load that ORM will ultimately be required to process. A general and significant reduction of EEO Complaints will highlight ORM as a catalyst for saving the Department of Veterans Affairs highly needed federal funds that can be re-routed to our true customers, our well deserving military veterans. This general reduction of EEO Complaints will also go a long way in solidifying the work product of the Office of Resolution Management in the eyes of the Congress with regard to Public Law 105-114.

EEO Complaint Process. Learning Resources obtained the services of a media development specialist from VA Employee Education Service (EES), Salt Lake City, UT, to develop an all employee video that focused on the discrimination complaint process. We will ultimately simulcast the video to all VA facilities through a live satellite uplink.

Employees will have the ability to ask questions of panel members by calling a 1-800 number. The broadcast was piloted in January 1999 to EEO Program Managers within VA. (We foresee the need to deploy this methodology for other training initiatives directed at the entire workforce.) As a second part to this initiative, Learning Resources, working in concert with the Office of General Counsel (OGC) and EES will publish a deskbook for automated distribution to all VA employees. The deskbook is being written by an OGC attorney and will contain sections on:

- Glossary of Terms
- Title VII Discrimination
- Age Discrimination
- Sexual Harassment
- Disability Discrimination
- Reprisal
- Use of Alternative Dispute Resolution (ADR)
- General EEO Information

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Each section will contain some or all of the following information

- The definition of the particular type of discrimination
- The elements the employee must prove to make out a prima facie case
- The rights and obligations of the employee in pursuing such a complaint
- The rights and obligations of management
- Commonly asked questions
- Common mistakes in dealing with the particular type of discrimination
- Examples to help the reader understand the issues involved

The desk-book also provides the reader with a glossary of terms, commonly used throughout the desk-book. Hopefully, the desk-book will help to resolve EEO issues in an effective manner, before they become formal complaints.

- A. Alternative Dispute Resolution (ADR).** Mediation, a tool for alternative dispute resolution, is an optional approach to discrimination complaint resolution at the local level; therefore, the VA population and all equal employment opportunity professionals must have a thorough understanding of the mediation process. Learning Resources will produce an awareness video and satellite broadcast that targets the entire VA and covers Equal Employment Opportunity Commission and VA national policies concerning ADR offering mediation as an alternative means of resolving complaints of workplace discrimination.
- B. Senior Executive Service Training Initiative.** ORM will be working collaboratively with VA's Employee Education System plan a one week training event that focuses on mediation for senior executives. Learning Resources will work with EES to coordinate this major training initiative.

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**PROGRAM ANALYSIS
PROMOTIONS**

A review of COIN PAI Report 174 generated as of 9/30/99, included a total of 90 promotions in the 260 occupational series for EEO counselors and intake specialists. Of the 90 promotions, 77 (career-ladder) were non-competitive and 13 competitive promotions. A review of the 13 competitive promotions showed two Black males and two Black females; one Asian American/Pacific Islander female; and four White males and four White females were promoted. A review of the 77 non-competitive promotions revealed that one American Indian/Alaskan Native female; two Asian American/Pacific Islander males and one Asian American/Pacific Islander female; four Hispanic females and two Hispanic males; 27 Black females and 14 Black males; and 21 White females and five White males were promoted non-competitively.

Another administrative series identified as having promotion activity was the 360 occupational series for EEO investigators. This occupation had a total of 17 promotion actions to include three competitive promotions and 14 non-competitive. The three competitive promotions were distributed between two White males and one Black male. The 14 non-competitive promotions included one Hispanic female; one Black male and seven Black females; two White males and three White females.

The technical occupation of EEO Assistant showed that a total of seven promotions, all non-competitive were acted upon this reporting period. These non-competitive promotions included three African American females, one White male and three White females.

A further analysis revealed that out of a total of 114 promotions, 39.5% (45) were received by White males and females; 50% (57) were Black males and females; 6%(7) were Hispanic males and females; 3.5% (4) were Asian American/Pacific Islander males and females and 1% (1) was American Indian/Alaskan Native female. A comparison of the percentage of each category in ORM's workforce to the percentage of promotions in the category remain consistent. For instance Black males and females comprise 54% of the total ORM workforce and 50% of all promotion actions during the past fiscal year were received by Black males and females. Hispanic males and females comprise 9.9% or 10% of the total ORM workforce and 6% of all promotion actions were received by Hispanic males and females. Therefore it appears that the rate of promotion for any one category is consistent with the representation of that category in ORM's workforce.

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**PROGRAM ANALYSIS
SEPARATIONS**

A similar analysis that was conducted on promotion actions was conducted on separation actions. A total of 13 separations took place during this time period. Four separations occurred in 360 occupational series for EEO investigators and nine in the 260 occupational series for EEO counselors or intake specialists. Only one separation action was involuntary and experienced by an African American female. The twelve voluntary separation actions were distributed accordingly: 58% (7) included White males and females and the remaining 55% (5) included Black males and females. Information related to the voluntary separations would provide a more precise analysis of the separations actions, i.e., how many individuals resigned as a result of a proposed removal and termination

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**PROGRAM ANALYSIS
PROGRAM EVALUATION**

Under affirmative action plan requirements, agencies must review various activities to determine whether the EEO program is being properly evaluated. ORM's ongoing evaluations of their EEO and Affirmative employment programs are in the initial stages of development. Where appropriate, informal discussions with supervisor, EEO Officials, etc. are the most effective sources for assessing the program. Often in such discussions, frank opinions or information will be revealed which may suggest potential or real problems for the EEO program.

As far as an external assessment, an on-site review was conducted by the Equal Employment Opportunity Commission (EEOC) at the Lyons, NJ ORM Field Office. It is expected that the final report and recommendations will be forthcoming at which time these will be forwarded to appropriate management officials to implement recommendations made by EEOC and or to take other appropriate measures to correct identified problems. These actions, as appropriate and pertinent, should be incorporated into EEO/AA plans and reports.

In September 1999, a draft policy statement and an EEO evaluation instrument was forwarded to individual field offices. The purpose of this instrument was to enable ORM Field Offices to conduct a self-assessment to strengthen and improve complaint processing. However, once the final changes to MD 110 have been implemented, revisions reflecting those changes will need to be integrated.

In the interim, and in anticipation of this review, the assessment instrument will be distributed enabling individual field offices to perform a self-assessment. In addition, a copy of the ORM's Annual Affirmative Employment Report will be distributed to the respective field offices noting specific objectives and action items, and instructions for reporting the implementation of action items in the next reporting period.

As of October 1, 1999, the ORM Affirmative Employment Committee was created with the appointment of Special Emphasis Program Managers for the following programs: Hispanic, Black, American Indian/Alaskan Native, Asian American, Federal Women's, and People with Disabilities and Veterans Employment. The first meeting of these program managers was conducted in November 1999.

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**PROBLEM/BARRIER IDENTIFICATION
ORGANIZATION AND RESOURCES**

- a. **UNDESIRE CONDITION:** The Office of Resolution Management is a newly established organization responsible for the timely processing of complaints of discrimination. The twelve field offices were open and functional within one year of the passage of Public Law 105-114. Although recruitment resulted in a diversified workforce, this could be contributed to nationwide recruitment efforts and not necessarily due to recruitment efforts targeted to any one particular category. Attention to personnel related matters other than recruitment were limited due to priorities of opening all twelve field offices and twelve satellite offices; the transition of all formal activity from the medical centers; and educating all Department of Veterans Affairs employees to this new Office.
- b. **DESIRED CONDITION:** Adequate management and fiscal controls established to monitor all resources allocated to the EEO program.
- c. **ANALYSIS:** Because measures and/or controls have not been in place for any significant period of time, identifying constraints by management or fiscal controls are limited.
- d. **PROBABLE BARRIER:** Lack of policies and procedures in place.
- e. **ALTERNATIVE:** Establish an active and evolving EEO Program and gain commitment and support for the DAS on down.
- f. **EXPECTED RESULT:** An EEO plan that reflects ORM's goals.
- g. **FOLLOW-UP ACTION:** The Affirmative Employment Committee and Special Emphasis Program Managers develop a Resource Allocation Plan and EEO Policy.

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**PROBLEM/BARRIER IDENTIFICATION
WORKFORCE**

- a. **UNDESIRED CONDITION:** Of the 243 ORM employees, the protected category of American Indian/Alaskan Native is not represented.
- b. **DESIRED CONDITION:** Ensure that all vacancy announcements are made available to all minorities and women who meet the qualification requirements.
- c. **ANALYSIS:** Recruitment for ORM positions is usually done nationwide to reach all potential candidates. However, an analysis of projected hiring estimates to identify the number and kind of positions to be filled during the year has never been conducted. Identifying where these positions are geographically to areas of the country where representation of the under-represented category may assist in identifying external recruitment plans.
- d. **PROBABLE BARRIER:** Lack of awareness or networking with institutions of higher education or associations with strong affiliations to American Indian/Alaskan Native populations. Opinion that a vacancy needs to be located in or at an ORM Field Office where there is a greater representation of American Indian/Alaskan Native in order to meet recruitment goals may limit ORM's recruitment efforts.
- e. **ALTERNATIVE:** Establish a training position at any ORM Field Office. The trainee selected would be a student from an institution of higher education with strong affiliations to American Indian/Alaskan Native
- f. **EXPECTED RESULT:** Successful recruitment of Native American male or female
- g. **FOLLOW-UP ACTION:** Creation of one or two trainee position(s).

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**PROBLEM/BARRIER IDENTIFICATION
DISCRIMINATION COMPLAINTS**

- a. **UNDESIRED CONDITION:** Formal complaints of discrimination filed against management officials within the Office of Resolution Management
- b. **DESIRED CONDITION:** Reduce or eliminate the number of formal complaints
- c. **ANALYSIS:** Since ORM operations became fully functional, approximately 18 complaints of discrimination have been filed against ORM with eight of those complaints from ORM employees. An analysis of this complaint activity revealed that three identified termination or a proposed termination action as the issue. Three others identified performance-related matters as the issues. The most common basis identified was race and color.

The remaining ten complaints were filed by individuals outside of ORM but against ORM. The issue most commonly identified was non-selection due to race.

- d. **PROBABLE BARRIER:** Employees in the Office of Resolution Management are currently not covered under a negotiated union agreement, therefore, their only avenue of redress is the administrative grievance procedure or filing a formal EEO complaint. The administrative grievance procedure provides a level of review by the immediate supervisor and the next higher management official.
- e. **ALTERNATIVE:** Create an “ombudsman” position to serve as another avenue for ORM employees or employees who have alleged that ORM has discriminated against them in some manner in the processing of their complaints.
- f. **EXPECTED RESULT:** Reduce or eliminate formal complaints filed by or against ORM.
- g. **FOLLOW-UP ACTION:** Creation of an ombudsman position.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

**PROBLEM/BARRIER IDENTIFICATION
RECRUITMENT AND HIRING**

- a. **UNDESIRE**D CONDITION: Native Americans are consistently identified as a conspicuous absence in the ORM workforce.
- b. **DESIRED** CONDITION: Ensure that ORM positions are available to the American Indian/Alaskan Native population.
- c. **ANALYSIS**: Analysis of ORM's workforce statistics revealed that American Indian/Alaskan Native males were a CA in the overall workforce as well as all professional, administrative, technical and clerical occupations in 1998 and 1999. American Indian/Alaskan Native females were represented. An analysis to determine if American Indian/Alaskan Native representation was even in the applicant pool was not possible.
- d. **PROBABLE** BARRIER: Recruitment efforts are not reaching or identifying geographic locations where this representation would include potential candidates.
- e. **ALTERNATIVE**: The Special Emphasis Program Manager, American Indian/Alaskan Native Program work with HRMS Specialist to identify organizations,
- f. **EXPECTED** RESULT: Eliminate the conspicuous absence in American Indian/Alaskan Native category.
- g. **FOLLOW-UP** ACTION: Gather data, track and evaluate the results of the new recruitment efforts for effectiveness and desired results.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

**PROBLEM BARRIER IDENTIFICATION
EMPLOYEE DEVELOPMENT PROGRAMS**

- a. **UNDESIRE**D CONDITION: Training is not meeting the needs of ORM as it relates to EEO and the programs that are aligned under this umbrella.
- b. **DESIRED** CONDITION: Training records are maintained consistently in order to develop and offer appropriate training. Individuals responsible for coordinating and conducting training are appointed to appropriate committees or receive copies of appropriate minutes and relevant training modules are developed and deployed.
- c. **ANALYSIS**: Please refer back to program analysis section.
- d. **PROBABLE** BARRIER: Due to the physical dispersion of the Field Offices and the contracting of Human Resource Management Services to the Austin Automation Center, it is not possible to access or review training records to determine training needs.
- e. **ALTERNATIVE**: The Affirmative Employment Committee and Special Emphasis Program Managers should be able to review or have access to training records to determine how many personnel have attended formal or informal training courses with includes coverage of their EEO/AEP responsibilities.
- f. **EXPECTED** RESULT: Training is at a level that would be expected, given representation of the protected categories in the overall workforce and as well as meeting the goals of ORM as it relates to diversity training and sexual harassment.
- g. **FOLLOW-UP** ACTION: Contact the Austin Automation Center to work collaboratively to establish a tracking system as it relates to training. Appoint the Learning Resources Officer and Learning Resources Specialist to the Affirmative Employment Committee and canvas ORM employees related to their level of experience as it applies to presenting EEO training.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

**PROBLEM/BARRIER IDENTIFICATION
PROMOTIONS**

- a. **UNDESIRE CONDITION:** An accurate analysis of the promotion actions is premature at this stage due to the length of time that ORM has been in existence. The analysis conducted this year revealed that the percentage of promotion actions is consistent with the percentage of categories represented by that group.
- b. **DESIRED CONDITION:** Analysis that accurately reflects all promotion actions within ORM.
- c. **ANALYSIS:** Please refer back to the program analysis of promotion actions for this fiscal year.
- d. **PROBABLE BARRIER:** Lack of data to support finding and statistics related to promotion actions between grade levels.
- e. **ALTERNATIVE:** Continue to analysis promotion data by occupational category and grade level to ensure analysis is correct.
- f. **EXPECTED RESULT:** Statistics to support the assessment that the number of promotions is equally distributed among the occupations and grade levels.
- g. **FOLLOW-UP ACTION:** Gather data, track and evaluate promotion actions between grades to ensure desired results.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

**PROBLEM/BARRIER IDENTIFICATION
SEPARATIONS**

- a. **UNDESIRE**D CONDITION: An accurate analysis of separation actions is premature at this stage due to the length of time that ORM has been in existence. The analysis conducted this year revealed that percentage of promotion actions is consistent with the percentage of categories represented by that group.
- b. **DESIRED** CONDITION: Separation actions are reduced or voluntary on the part of the employee with no underlying performance issues.
- c. **ANALYSIS**: A total of 13 separations took place during this time period. Four separations occurred in 360 occupational series for EEO investigators and nine in the 260 occupational series for EEO counselors or intake specialists. Only one separation action was involuntary and experienced by an African American female. The total twelve voluntary separation actions, 58% (7) included White males and females and the remaining 55% (5) included African American males and females. Information related to the voluntary separations would provide a more precise analysis of the separations actions, i.e., how many individuals resigned as a result of a proposed removal and termination
- c. **PROBABLE BARRIER**: Lack of available information regarding the reasons for individuals resigning and/or separations.
- d. **ALTERNATIVE**: Consult with Human Resources Management to determine reasons identified by employees for their resignation.
- e. **EXPECTED RESULT**: An accurate assessment that the separations are equally distributed amongst the various protected categories
- f. **FOLLOW-UP ACTION**: Develop a tracking procedure with Field Offices and ORM's servicing Human Resource Management Service in Austin, Texas.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

**PROBLEM/BARRIER IDENTIFICATION
PROGRAM EVALUATION**

- a. **UNDESIRE**D CONDITION: Findings from EEOC Onsite Reviews and/or internal ORM reviews not incorporated into ORM's annual AEP plan development process.
- b. **DESIRED** CONDITION: A systematic procedure for reviewing the effectiveness of the EEO program and the support received at individual field offices.
- c. **ANALYSIS**: To date only one EEOC site visit has been conducted the results of which are still unavailable.
- d. **PROBABLE BARRIER**: Lack of awareness as it relates to the purpose of an onsite review
- e. **ALTERNATIVE**: Present to ORM Field Managers the results of on-site evaluations and explain how these reviews can assist their field office in more effective processing.
- f. **EXPECTED RESULT**: A systematic procedure for reviewing the effectiveness of the EEO program in ORM to identify problem areas.
- g. **FOLLOW-UP ACTION**: Finalize the policy which provides the Office of Resolution Management's (ORM) plan for the Equal Employment Opportunity (EEO) discrimination complaint evaluation process, and outlines responsibilities for the conduct and review of such evaluations.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Organization and Resources

Problem/Barrier Statement: Lack of understanding and communication of objectives and goals

Objective: Raise the consciousness of all ORM staff of the goals and objectives of the EEO program.

Responsible Official: Chairperson, Affirmative Employment Committee; Affirmative Employment Committee and Special Emphasis Program Managers

Target Date: September 2000 and annually thereafter

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Develop and disseminate Statement signed by DAS to All ORM employees affirming Support to and commitment For the EEO program	DAS/ORM	January 2000
Present overview of ORM's Affirmative Employment Report At ORM's conference	AEC Chairperson AEC Committee SEP Managers	March 2000 April 2000
Announce training opportunities of national conferences	SEP Managers	Ongoing
Develop training for supervisors & Managers related to EEO and HRMS responsibilities	HRM Specialist	Spring 2000

Report on Accomplishment of Action Items:

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Organization and Resources

Problem/Barrier Statement:

Objective: Use incentive awards system to recognize ORM staff for their support of and in accomplishing the goals of the equal employment opportunity program

Responsible Official: Chairperson, Affirmative Employment Committee; Affirmative Employment Committee and Special Emphasis Program Managers

Target Date: September 2000 and annually thereafter

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Compile a consolidated list of EEO Awards & submit nominations	SEP Managers HRM Specialist	May 2000
Revisit performance standards to incorporate standards related to EEO standards	HRM Specialist	March 2000

Report on Accomplishment of Action Items:

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Organization and Resources

Problem/Barrier Statement: Geographical dispersion of the ORM Field Offices impeding the ability to present and/or coordinate programs in recognition of the Special Emphasis Programs.

Objective: Elevate and educate ORM staff of the goals and objectives of the EEO program.

Responsible Official: Chairperson, Affirmative Employment Committee; Affirmative Employment Committee and Special Emphasis Program Managers

Target Date: September 2000 and annually there after

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Explore opportunities to Participate in Federal Executive Board in close proximity to Field Offices	AEC/SEP Members	January 2000
Develop resource allocation Plan for Special Emphasis Programs	AEC/SEP Members	January 2000

Report on Accomplishment of Action Items:

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Organization and Resources

Problem/Barrier Statement: Developing a program that will evoke the participation of all ORM employees nationally. Proactively work towards crossing foreseeable communication barriers as a result of our dispersed locations.

Objective: Heighten the consciousness and awareness of all ORM staff in regard to African American employment in the government and community at large.

Responsible Official: African American Employment Program Manager

Target Date: September 2000 and annually thereafter

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Order & distribute one pictorial Informational poster & 6 brochures Regarding the celebration of Dr. Martin Luther King Jr. to each field office, the DAS' Office, and the Learning Resource Center	Black Employment Program Manager	January 2000
Distribute to each field office info Regarding invitation to attend the MLK program at the medical center in Their respective area	Black Employment Program Manager	January 2000
Order & distribute one pictorial Informational poster & 6 brochures Regarding the celebration of Black History Month to each field office, the DAS' Office, and the Learning Resource Center	Black Employment Program Manager	February 2000
Distribute to each field office info Regarding invitation to attend the Black History program at the medical	Black Employment Program Manager	February 2000

center in their respective area

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Organization and Resources

Problem/Barrier Statement: Developing a program that will evoke the participation of all ORM employees nationally. Proactively work towards crossing foreseeable communication barriers as a result of our dispersed locations.

Objective: Heighten the consciousness and awareness of all ORM staff in regard to African American employment in the government and community at large.

Responsible Official: African American Employment Program Manager

Target Date: September 2000 and annually thereafter

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Distribute announcements regarding SEP that focus on the African American In the workplace scheduled to be held in Their respective areas to at least one Field Office per month sponsoring no more Than 4 ORM staff from that Field Office For the remainder of FY 2000. A Member of the AEC will accompany the individuals chose to attend the seminar in their designated area.	Black Employment Program Manager	March 2000
One ORM employee from each of the 12 field offices; DAS Office; Field Operations and the Learning Resource Center to attend the Blacks in Government (BIG) Conference. A Member of the AEC will accompany The individuals chose to attend the BIG conference	Black Employment Program Manager	August 2000

Report on Accomplishment of Action Items:

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Work Force

Problem/Barrier Statement: Conspicuous absence present in the administrative occupations for Asian American/Pacific Islander male category

Objective: To eliminate the Conspicuous Absence of this effected protected category.

Responsible Official: Regional EEO Officers, HRMS

Target Date: September 2000 and annually thereafter

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Equal Employment Specialist EEO Investigator (GS-360)	ORM Field Managers	September 2000
Develop a formal list of AA/PI organizations or Higher education and mail Vacancy announcements	AA/PI Manager	March 2000
Participate in recruiting Visits at community colleges, Universities, and affiliated Organizations	AA/PI Manager	March 2000
Attend national and local Organizational meetings	AA/PI Manager	March 2000
Develop and maintain ongoing Communication and working Relationship with national Organizations.	AA/PI Manager	March 2000

Report on Accomplishment of Action Items:

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Work Force

Problem/Barrier Statement: Conspicuous absence present in the American Indian/Alaskan Native male category in the administrative series of GS 260 (EEO counselor or intake specialist) and GS 360 (EEO investigator)

Objective: Eliminate the conspicuous absence of American Indian/Alaskan Native male

Responsible Official: ORM Field Managers; AI/AN SEP Manager

Target Date: September 2000 and annually thereafter

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Equal Employment Specialist GS-260 series	ORM Field Manager	September 2000
Equal Employment Specialist GS-360 Series	ORM Field Managers	September 2000
Develop a formal list of AA/PI organizations or Higher education and mail Vacancy announcements	AI/AN Manager	April 2000
Participate in recruiting Visits at community colleges, Universities, and affiliated Organizations	AI/AN Manager	June 2000
Attend national and local Organizational meetings	AI/AN Manager	August 2000
Develop and maintain ongoing Communication and working Relationship with national Organizations.	AI/AN Manager	May 2000 and ongoing

Report on Accomplishment of Action Items:

<p style="text-align: center;">AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN</p> <p style="text-align: center;">MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN</p> <p style="text-align: center;">REPORT OF OBJECTIVES AND ACTION ITEMS</p>

Program Element: Discrimination Complaints

Problem/Barrier Statement: Lack of alternative avenues to address disputes or concerns

Objective: To reduce the number of complaints reaching the formal level.

Responsible Official: ORM Field Managers, HRM Specialist

Target Date: September 2000 and annually there after

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Conduct 6 on-site reviews within ORM during FY 2000	ORM Field Managers	September 2000
Create an "ombudsman" position	HRM Specialist	May 2000
Continue to present EEO Training for Managers and Supervisors throughout ORM.	HRM Specialist AEC Committee SEP Managers	Ongoing

Report on Accomplishment of Action Items:

<p style="text-align: center;">AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN</p> <p style="text-align: center;">MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN</p> <p style="text-align: center;">REPORT OF OBJECTIVES AND ACTION ITEMS</p>

Program Element: Employee Development Programs

Problem/Barrier Statement: Physical dispersion of the Field Offices and the difficulty with tracking and communicating training opportunities

Objective: Ensure that all training opportunities are available to employees at all grade levels and in all occupational areas.

Responsible Official: AEC, Chairperson; Training Committee, Chairperson;
Learning Resources Officer

Target Date: September 2000 and annually there after

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Appoint LRO and/or LRS to Affirmative Employment Committee	AEC, Chairperson	December 1999
Finalize Training Committee Policy	Chairperson, Training Committee	January 2000
Publish annual training	Learning Resource	January 2000

Report on Accomplishment of Action Items:

<p>AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN</p> <p>MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN</p> <p>REPORT OF OBJECTIVES AND ACTION ITEMS</p>

Program Element: Employee Development Programs

Problem/Barrier Statement: Physical dispersion of the Field Offices and the difficulty presenting mandated training as it relates to sexual harassment and diversity.

Objective: To increase awareness of the barriers that create a feeling of exclusion in order to work toward integration and inclusion of people with disabilities

Responsible Official: AEC, Chairperson; People with Disabilities Program Manager,
Learning Resources Officer

Target Date: September 2000 and annually there after

Action Items

**Responsible
Official**

Target Date

Present "Not Just Ramps"	People with Disabilities Manager AEC Committee	March 2000 April 2000
Sexual Harassment Training	AEC Committee SEP Managers	March 2000 April 2000

Report on Accomplishment of Action Items:

<p style="text-align: center;">AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN</p> <p style="text-align: center;">MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN</p> <p style="text-align: center;">REPORT OF OBJECTIVES AND ACTION ITEMS</p>

Program Element: Promotions

Problem/Barrier Statement: Current COIN PAI reports consolidate ORM employees in COIN PAI reports for Station #200. Promotion statistics according to grade level are unavailable to conduct appropriate analysis

Objective: To ensure that all appropriate promotional opportunities are available to employees at all grade levels and in all occupational areas, regardless of minority status and sex.

Responsible Official:

Target Date: September 2000 and annually thereafter.

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Develop reporting system that Upon receipt of a promotion action, information will be Provided to HRMS in DAS' Office who in turn will notify AEC, Chairperson.	HRMS Specialist Austin Automation Center AEC, Chairperson	March 20000

Report on Accomplishment of Action Items:

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Separations

Problem/Barrier Statement: Current COIN PAI reports consolidate ORM employees in COIN PAI reports for Station #200. Separation statistics according to grade level are unavailable to conduct appropriate analysis

Objective: To ensure that separation actions and reasons for actions do not indicate a potential problem.

Responsible Official: HRM Specialist, Austin Automation Center

Target Date: September 2000 and annually thereafter.

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Develop reporting system that Upon receipt of resignation or Termination, reasons will be Provided to HRMS in DAS' Office who in turn will notify AEC, Chairperson.	HRMS Specialist Austin Automation Center AEC, Chairperson	March 20000

Report on Accomplishment of Action Items:

<p style="text-align: center;">AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN</p> <p style="text-align: center;">MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN</p> <p style="text-align: center;">REPORT OF OBJECTIVES AND ACTION ITEMS</p>

Program Element: Program Evaluation

Problem/Barrier Statement: Lack of understanding and communication of objectives and goals

Objective: Raise the consciousness of all ORM staff of the goals and objectives of the EEO program.

Responsible Official: Chairperson, Affirmative Employment Committee; Affirmative Employment Committee and Special Emphasis Program Managers

Target Date: September 2000 and annually

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Distribute & present overview of ORM's Affirmative Employment Report At ORM's conference	AEC Committee SEP Managers	March 2000 April 2000
Special Emphasis Program Managers attend national conferences Related to their specific	AEC Committee SEP Managers	Ongoing
Finalize ORM's EEO Discrimination Complaints Program Evaluation Process	Field Manager, Bay Pines ORM Field Office	March 2000

Report on Accomplishment of Action Items:

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI -YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

REPORT OF OBJECTIVES AND ACTION ITEMS

Program Element: Program Evaluation

Problem/Barrier Statement: Statistical data necessary for EEO program evaluation may not be accurate, timely, and accessible.

Objective: Ensure that action items and goals established in future reports accurately reflect ORM workforce with protected categories

Responsible Official: Chairperson, Affirmative Employment Committee; Affirmative Employment Committee and Special Emphasis Program Managers

Target Date: September 2000 and annually thereafter

<u>Action Items</u>	<u>Responsible Official</u>	<u>Target Date</u>
Prepare & distribute memo requesting ORM employees to identify themselves by protected category, disability and veterans preference	AEC &SEPM	June 2000

Report on Accomplishment of Action Items:

