

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

Centers for Medicare & Medicaid Services
7500 Security Boulevard
Baltimore, Maryland 21244-1850

**ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM
ACCOMPLISHMENT REPORT FOR FISCAL YEAR 2001**

ORGANIZATION LEVEL: Agency _____ MOC √ Region _____
Command _____ Installation _____ Headquarters _____

NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL **4455**
Professional **654** Administrative **3351** Technical **213**
Clerical **169** Other **24** Blue Collar **0**
Executive Service **44** *(Agency totals do not include 85 Commissioned Corps employees)*

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Certifies that this report is in compliance with EEO MD-714

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Signature of Head of Organization or Designated Official Date

Certifies that this report is in compliance with EEO MD-714

Glossary

CLF (Civilian Labor Force): Persons 16 years of age or over who are employed or seeking employment. Persons in the Armed Forces are excluded from the CLF.

The Civilian Labor Force (CLF) data are derived from the Bureau of Labor Statistics September 2000 Current Population Survey (CPS) and the 1990 Decennial Census. The CPS is a sample of 50,000 households across the nation and the sample changes from year-to-year. Because of the changing sample, there can be wide fluctuations in a group, like Hispanics, depending on which households are selected. Due to small sampling size, the CPS does not have separate counts for Asian/Pacific Islanders or Native Americans. Each group's percentage representation in the CPS was extrapolated using the 1990 census to calculate their proportional representation from the CPS "Black and Other" category. The CLF data cover every non-institutionalized individual 16 years of age and older, employed and unemployed, while Federal employment data exclude temporary, intermittent, or term-specific workers. The CLF data include employed and unemployed U.S. citizens and noncitizens, while the CPDF data are predominantly Federally employed U.S. citizens.

Conspicuous Absence: Particular EEO group that is nearly or totally nonexistent from a particular occupation or grade level in the workforce. An EEO group with a representation index of 0 to 20 is said to have a conspicuous absence. If a particular EEO group has a representation index of 20, they have reached 20% of their representation in the CLF.

EEO Groups: Black/African American males, Black/African American females, Hispanic males, Hispanic Females, Asian American/Pacific Islander males, Asian American/Pacific Islander females, American Indian/Alaskan Native males, American Indian/Alaskan Native females, White males, and White females.

Employee: Permanent, full or part-time, members of the Agency workforce including those in excepted service positions. Does not include temporary or intermittent individuals.

Employment Category: The major occupational categories for the White-Collar pay system and wage board pay system including: Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB). (See PATCOB below.)

Goals: See Numerical Objectives below.

Major Occupation: Mission oriented occupations or other occupations with 100 or more employees.

The major occupational series covered under this report are:

- GS-0107 Health Insurance Specialist
- GS-0301 General Administration
- GS-0334 (2210) Computer Programmer
- GS-0343 Management Analyst
- GS-0510/0511 Accountant

- GS-0601 General Health Science
- GS-0610 Nurse Science
- GS-1801 Managed Care Specialist

Manifest Imbalance: Representation of EEO groups in a specific occupational grouping or grade level in the Agency’s workforce that is substantially below its representation in the appropriate CLF. An EEO group with a representation index of 21 to 50 is said to have a manifest imbalance. If a particular EEO group has a representation index of 45, they have reached 45% of their representation in the CLF.

Numerical Objectives (Goals): Quantifiable objectives designed to eliminate a manifest imbalance or conspicuous absence of EEO groups.

Occupational Category: The major occupational categories for the White-Collar pay system and wage board pay system including: Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB). (See PATCOB below.)

PATCOB: Acronym used to represent the major **occupational categories:** Professional, Administrative, Technical, Clerical, Other, and Blue Collar.

The White-Collar category contains Professional, Administrative, Technical, Clerical or “Other” White-Collar occupations. Professional occupations typically call for a baccalaureate degree and, along with Administrative occupations, are the usual sources for selections to senior management and executive positions. Positions in Technical, Clerical, Other, and Blue-Collar occupations are usually limited to lower grades with limited opportunity for promotion to management levels. Advancement in these occupations often depends on individual attainment of further education or advanced skills.

Below are examples of specific job series that fall under each PATCOB occupational category:

PATCOB Category	Job Series/Position Title
Professional	GS-0101: Social Science Research Analyst GS-0610: Nurse GS-1102: Contract Specialist GS-0510: Accountant GS-0905: Attorney GS-1530: Statistician
Administrative	GS-0107: Health Insurance Specialist GS-0334: Computer Specialist GS-1802: Managed Care Specialist GS-0201: Personnel Mgmt. Spec. GS-0950: Paralegal Specialist
Technical	GS-0203: Personnel Assistant GS-0525: Accounting Technician GS-0303: Office Support Asst.
Clerical	GS-0303: Clerk/Student Intern GS-0326: Office Automation Clerk GS-0318: Secretary
Other	GS-0199/GS-0399: Student Trainee
Blue Collar	<i>CMS does not have Blue Collar positions</i>

Representation Index: See Underrepresentation Index definition and explanation below.

RNO: Acronym denoting Race, National Origin of an individual and/or EEO group.

Underrepresentation Index (UI): As defined in 5 CFR, Section 720.202, underrepresentation means a situation in which the number of women or members of an EEO group within a category of civil service employment constitutes a lower percentage of the total number of employees within the employment category than the percentage that women or the EEO group constitutes within the civilian labor force of the United States.

OPM and EEOC developed the concept of an index of underrepresentation to provide a more precise indicator to show the degree of underrepresentation. The index reflects, as a whole number, the relationship between the organization's employment of a particular EEO group in any given employment category and the representation of that group in the civilian labor force. (See explanation below.)

- Where employment percentages equal or exceed civilian labor force percentages, there is no underrepresentation.
- Where employment percentages are lower than civilian labor force percentages, underrepresentation exists.

The underrepresentation index is derived by the following formula:

$$\frac{\% \text{ Agency Workforce}}{\% \text{ CLF}} \times 100 = \text{Representation Index}$$

For example, the representation index of Hispanic males at CMS is derived as follows:

$$\frac{1.01\%}{2.60\%} \times 100 = 21.0\%$$

In this example, Hispanic males have reached 21% of their representation when compared to the national civilian labor force.

Centers for Medicare & Medicaid Services (CMS)
FY 2001 Affirmative Employment Plan Report and Update

Executive Summary

Introduction - This report reflects the status of the Centers for Medicare & Medicaid Services's (CMS) efforts to implement its Affirmative Employment Plan for Minorities and Women for FY 2001. The plan targets underrepresented EEO groups by position category (PATCOB), by major occupational series and by senior GS/GM and ES positions for affirmative efforts to raise the representation of minority EEO groups and women within CMS. A separate plan and report have been prepared for individuals with disabilities. This report is specifically geared towards EEO groups that are represented in CMS at less than 51% of parity with the 1990 civilian labor force, i.e. groups that are conspicuously absent (0% through 20% of parity) and groups that are at manifest imbalance (21% through 50% of parity).

As of September 30, 2001, CMS maintained a workforce of 4,455 full- and part-time permanent employees compared to 4,434 at the end of Fiscal Year 2000. CMS positions are primarily administrative (75.2%) and professional (14.7%) in nature. Clerical positions account for 3.8% of all staff; technical positions account for 4.8% of the CMS workforce. The Health Insurance Specialist Series, GS-107, is a single Agency series established for CMS. This series falls within the Administrative job category and accounts for 43.5% of all positions in CMS. CMS has no Blue-Collar positions.

A review of the CMS workforce by grade band shows that 0.5% (20) of the workforce in the GS-1 through GS-4 grade band; 9.8% (435) of the workforce is in the GS-5 through GS-8 grade band; 31.8% (1,416) is in the GS-9 through GS-12 grade band; 57.0% (2,540) is in the GS-13 through GS-15 grade band; and 1% (44) is in the Senior Executive Service grade band.

With the exception of Hispanics, minority EEO groups are better represented at CMS than in the Civilian Labor Force (CLF). Minority EEO groups accounted for 32.5% of the CMS workforce, which exceeds the overall representation of minority EEO groups in the civilian labor force (22.1%). Women comprised 64.2% of the total workforce, compared with a civilian labor force representation of 45.7%.

The following chart provides a percentage breakdown of the CMS workforce for FY 2001 and national civilian labor force for 1990 by gender and race/national origin (RNO):

FY 2001	CMS Males	CMS Females	CMS TOTALS	1990 National CLF Males	1990 National CLF Females	1990 National CLF TOTALS
Native American	0.3%	0.7%	1.0%	0.3%	0.3%	0.6%
Asian American	1.4%	2.3%	3.7%	1.5%	1.3%	2.8%
African American	4.5%	19.6%	24.1%	4.9%	5.4%	10.3%
Hispanic	1.2%	2.5%	3.7%	3.3%	4.8%	8.1%
White	28.5%	39.0%	67.5%	42.6%	35.5%	78.1%
Women		64.2%			45.7%	

The representation of minority EEO groups in General Schedule and Related (GSR) grades and at Senior Pay levels has increased at CMS. For reporting purposes, this report groups GSR grades into the following grade bands: GS-1 through GS-4; GS-5 through GS-8; GS-9 through GS-12; GS-13 through GS-15 (senior level); and, Senior Executive Service (SES).

African American females at grade levels GS-1 through GS-4 and GS-5 through GS-8 continue to exhibit a higher representation than similarly situated groups in the same grade band. The representation of African American females in this grade band increased from 40.0% in FY 2000 to 45.0% in FY 2001. Similarly, the representation of African American females at grade levels GS-5 through GS-8 increased from 44.3% in FY 2000 to 45.1% in FY 2001.

With the exception of African American males and Asian American males, the representation of minority EEO groups in GS-9 through GS-12 grade bands increased or remained even with FY 2000 percentages. The representation of African American males and Asian American males in this grade band decreased by 0.3% and 0.1% respectively.

Minority EEO groups comprise 21.3% of senior level positions, GS-13 through GS-15 grade levels. African Americans accounted for 14.3% of these senior level positions and Asian Americans for 3.3%; 2.8% were Hispanic and 1.0% were Native American. Women constitute 53.8% of the positions in this grade band.

At the end of Fiscal Year 2001 there were forty-four (44) individuals in the Senior Executive Service (SES) at CMS. Of this number, 40.9% were women. Minority EEO groups comprised 15.9% at SES pay levels; Africans Americans made up 6.8% of these positions, Hispanics made up 6.8%, and Asian Americans, 2.3%. The Agency did not have any Native Americans in SES positions.

In FY 2001, CMS hired a total of three hundred twenty-one (321) employees from other Federal government agencies and from outside the Federal government. Of these new hires, 26.2% were African American; 7.2% were Hispanic; 2.5% were Asian American; and 2.2% were Native Americans. Except for Hispanics overall and specifically Hispanic males, the percentage of each minority group hired exceeded its representation in the civilian labor force.

There were a total of six hundred sixteen (616) promotions in CMS during FY 2001. Women received 76.1% of these promotions and minority EEO groups received 45.3% of all FY 2001 promotions. Of the FY 2001 promotions, 35.9% were African American; 5.0% were Hispanic; 3.7% were Asian American; and 0.6% were Native American.

Women received for 64.5% of all senior level promotions during FY 2001 and minority EEO groups received 26.6% of senior level promotions. Of senior level promotions, 18.3% were African American and 5.3% were Hispanic; Asian Americans accounted for 1.8% of senior level promotions and Native Americans for 1.2%.

CMS demonstrated success in certain areas of its workforce. Some examples of these successes are:

- CMS increased the representation of all EEO groups, except white males and females, in senior level positions (GS-13 through GS-15 levels). The representation of African Americans and Native Americans increased by 0.2% while the representation of Hispanics and of Native Americans increased by 0.5% and 0.7%, respectively.
- In FY 2001, CMS utilized its Twelve Point Plan to Increase Hispanic Representation in the Agency. Hispanic representation at CMS increased 0.4% in FY 2001, from 3.2% to 3.6%. The number of Hispanic females at the Agency increased by 15.5%, from 97 in FY 2000 to 112 in FY 2001. The representation of Hispanic males increased by 13.6%, from 44 in FY 2000 to 50 in FY 2001.

Certain challenges to meeting Agency objectives remain. The Agency continues to monitor its workforce and make concerted efforts to ensure that its workforce is representative of the populations it serves. Some of the challenges CMS has identified are:

- The Agency needs to continue its efforts to increase Hispanic representation. Although the representation of Hispanics overall increased in FY 2001, Hispanics, particularly males, in CMS's workforce at the end of FY 2001 continued to be below parity with the 1990 civilian labor force. Hispanics overall were at 45.7% of parity with the CLF, and Hispanic males, specifically, were at 24.3% of parity with the CLF. Comparably, all other EEO groups at CMS exceeded or were near parity with the CLF.
- The Agency needs to continue to improve the representation of minority EEO groups in senior level positions (GS-13 through GS-15 levels) where underrepresentation exists (i. e., Asian American males and females, and Hispanic males and females). When senior level positions (GS-13 through GS-15 levels) are viewed as a group, Native American males, Asian American males and females, and Hispanic males and females continued to be underrepresented during FY 2001.
- Similarly, the Agency needs to continue to improve the representation of minority EEO groups in Senior Executive Service (SES) where underrepresentation exists (Native American males and females, and Asian American females).

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES

PROGRAM ELEMENT: EEO Position Vacancies

PROBLEM/BARRIER STATEMENT: None.

OBJECTIVE: Fill key EEO vacancies as quickly as possible

RESPONSIBLE OFFICIAL: OEOCR Director

ACTION ITEM(S): Maintain current staffing level; fill positions as soon as possible as these become vacant.

TARGET DATE: FY 2002 and ongoing

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: As of September 30, 2001, there were no position vacancies in the Office of Equal Opportunity and Civil Rights.

In FY 2001, OEOCR staffed to ceiling by hiring three new employees; each new employee possesses expertise in a specific area to enhance the overall operation of OEOCR – Affirmative Employment, EEO counseling, EEO Complaints Processing, Alternative Dispute Resolution, and Outreach/Recruitment.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES

PROGRAM ELEMENT: Management Support of AEP Objectives

PROBLEM/BARRIER STATEMENT: Managers may be unaware of Agency Affirmative Employment Program and objectives.

OBJECTIVE: Management, at all levels, fully understands, supports and takes an active role in accomplishing the objectives of the Affirmative Employment Program

RESPONSIBLE OFFICIAL: Administrator/Deputy Administrator and Chief Operating Officer/Center/Office Directors

TARGET DATE: FY 2002 and ongoing

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: In FY 2001, CMS identified Strengthening Diversity at the Agency as a one of its top priorities. As part of this priority, CMS requires each major component and region to submit a monthly diversity report. The specific reporting of outreach, recruitment, hiring and retention strategies and how managers are promoting a diverse and inclusive environment holds managers accountable for the hiring and retention activities of their respective component. The Deputy Administrator and Chief Operating Officer reviews these reports on a regular basis.

The Directors of the Office of Equal Opportunity and Civil Rights (OEOCR) and the Human Resources Management Group (HRMG) have met with CMS component heads and management to discuss their respective organization's workforce profile and ways in which OEOCR and HRMG can better assist managers in implementing the Agency's Strengthening Diversity priority.

CMS conducts annual training sessions for central office mid-level and senior level managers to enhance their knowledge on EEO programs and to make them aware of this responsibility for increasing and promoting minority EEO groups and women in the Agency.

An EEO critical element is included in workplans of SES and senior level managers.

CMS managers receive on a quarterly basis a detailed workforce profile data by race, gender, and national origin. Providing this information to management ensures that they are fully aware of the composition of their work force compared to that of the civilian labor force and assists managers in planning for future hiring activities and for maintaining a diverse workforce.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES

PROGRAM ELEMENT: EEO Performance Element

PROBLEM/BARRIER STATEMENT: Managers may be unaware of Agency Affirmative Employment Program objectives and managerial responsibilities related to EEO programs.

OBJECTIVE: Include EEO responsibilities in a performance element; and develop monitoring procedures to evaluate ratings.

RESPONSIBLE OFFICIAL: HRMG/All Managers

ACTION ITEM(S): Develop procedures to monitor and evaluate EEO critical element ratings

TARGET DATE: FY 2002 and ongoing

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: In an effort to increase sensitivity to the conspicuous absence and manifest imbalance of certain EEO groups and at various grade levels in the Agency, CMS has developed an EEO critical element which is included in the workplans of all managers. Additionally, the Agency conducts annual training sessions for central office mid-level and senior level managers to enhance their knowledge on EEO programs and to make them aware of this responsibility for increasing and promoting minority EEO groups and women in the Agency.

The performance element requires that managers demonstrate commitment to treat applicants fairly and equitably, without regard to race, national origin, gender, disability, or other inappropriate discriminatory factors, as well as recruit, select, and advance individuals on the basis of merit. It further requires that managers take positive steps through the use of mediation and negotiations to resolve employee concerns, EEO complaints of discrimination, and grievances.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES**

PROGRAM ELEMENT: Recruitment and Retention of Hispanics

PROBLEM/BARRIER STATEMENT: CMS exhibited a manifest imbalance of certain EEO groups in some mission-oriented occupations as shown below.

OBJECTIVE: Take steps to ensure strategies are designed to focus on the recruitment and retention of Hispanics

RESPONSIBLE OFFICIAL: Center/Office Directors

TARGET DATE: FY 2002 and ongoing

ACTION ITEM(S): CMS will continue to utilize the CMS Twelve Point Plan to Increase Hispanic Representation. CMS will recruit as broadly as required to ensure a diverse applicant pool, while providing current employees with as many advancement and development opportunities as possible.

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: In FY 2001, CMS utilized its Twelve Point Plan to Increase Hispanic Representation in the Agency to effectively utilize existing hiring authorities to reduce the underrepresentation of Hispanics in the Agency. As a result of targeted recruitment efforts, Hispanic representation at CMS increased 0.4% in FY 2001, from 3.2% to 3.6%. The number of Hispanic females at the Agency increased by 15.5%, from 97 in FY 2000 to 112 in FY 2001. The representation of Hispanic males increased by 13.6%, from 44 in FY 2000 to 50 in FY 2001.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES

PROGRAM ELEMENT: Recruitment Strategies

PROBLEM/BARRIER STATEMENT: Since the issuance of EEOC Management Directive 714 in 1988, CMS exhibited a manifest imbalance of certain EEO groups, as examined in this report.

OBJECTIVE: Ensure that recruitment strategies are designed and focused on identifying minority EEO groups and women applicants

RESPONSIBLE OFFICIAL: HRMG/All Managers

ACTION ITEM(S): Focus the responsibility for diversity recruitment within the Office of Internal Customer Support, Human Resources Management Group (HRMG); establish one focal point for diversity recruitment activities; reorient HRMG staff to emphasize diversity as an important aspect of all recruiting and staffing activities; and, provide management with tools to reduce and eliminate underrepresentation. Continue to utilize government hiring authorities and attend national and local job and career fairs.

TARGET DATE: FY 2002 and ongoing

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: As part of the Agency's effort to strengthen diversity within the workforce, CMS has successfully utilized the Federal Career Intern Program (FCIP). This government-wide program allows the Agency to hire qualified candidates non-competitively up to the GS-09 grade-level. Since May 2001, CMS has hired fourteen (14) individuals using the FCIP authority.

Additionally, CMS has established procedures to effectively utilize existing hiring authorities to reduce the underrepresentation of underrepresented EEO groups and women in the Agency. To this end, CMS utilized the Outstanding Scholar Program, Minority Summer Intern Program, and the STRIDE Program. CMS also maintains active co-op agreements with local colleges and instituted the CMS Outstanding Scholar Intern Program as a tool to place superior candidates in CMS upon graduation.

During FY 2001 Agency representatives participated in twenty-six (26) national and local job fairs and recruitment efforts to ensure equal access to employment opportunities to all EEO groups.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES

PROGRAM ELEMENT: Applicant Flow Data

PROBLEM/BARRIER STATEMENT: No tool currently exists to track and monitor applicant pool diversity and success of outreach and recruitment efforts.

OBJECTIVE: Ensure collection of applicant flow data and evaluation of the results of the collection process

RESPONSIBLE OFFICIAL: Deputy Assistant Secretary for Human Resources
Department of Health and Human Services

ACTION ITEM(S)¹: DHHS HR/EEO Council

TARGET DATE: Ongoing

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: Awaiting guidance from
DHHS HR/EEO Council.

¹ Reference *Applicant Background Survey* memorandum of September 7, 2001 from Evelyn M. White, Deputy Assistant Secretary for Human Resources, DHHS.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ACCOMPLISHMENT REPORT**

SUMMARY ANALYSIS OF WORK FORCE

CMS analyzed its workforce by Professional, Administrative, Technical, Clerical, Other and Blue-Collar (PATCOB) and grade bands for FY 2001, using the Central Personnel Data File. Also, an analysis was conducted for the mission oriented occupations, 301, 334, 107, 343, 501, 510/511, 601 and 1801 based on 1990 national Civilian Labor Force (CLF) data. CMS analyzed SES, GS-15, and GS-14 levels separately.

The Agency made 321 hires in FY 2001 as compared with 374 hires in FY 2000 and 445 in FY 1999.

Throughout this report, targets have been reported only for EEO groups that require more than 0.5 person in order to reach parity.

The following analysis compares the EEO groups that showed **manifest imbalance** (Underrepresentation Index range between 21 and 50) in FY 2001 as compared with FY 2000.

Professional		Manifest Imbalance
FY 2000	FY 2001	UI: 21% - 50%
None	None	
Administrative		
FY 2000	FY 2001	
Hispanic Males	Hispanic Males	(UI: 39%)
Technical		
FY 2000	FY 2001	
None	Asian American females	(UI: 31%)
	Asian American males	(UI: 47%)
Clerical		
FY 2000	FY 2001	
None	None	
Other		
FY 2000	FY 2001	
None	None.	

Accomplishments: The representation of Asian American females in the Technical job category improved to an underrepresentation index (UI) of 31% (manifest imbalance) in FY 2001 from a UI of 0% (conspicuous absence) in FY 2000.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK FORCE

The following analysis compares the EEO groups that showed a **conspicuous absence** (Underrepresentation Index range between 0 and 20) in FY 2001 as compared with FY 2000.

Professional		Conspicuous Absence
FY 2000	FY 2001	UI: 0% - 20%
Native American Males	Native American males	(UI: 0%)
Administrative		
FY 2000	FY 2001	
None	None	
Technical		
FY 2000	FY 2001	
White males	White males	(UI: 10%)
Hispanic males	Hispanic males	(UI: 0%)
Asian American females	Asian American females	(UI: 0%)
Native American males/females	Native American males/females ²	(UI: 0%)
Clerical		
FY 2000	FY 2001	
Hispanic males	Hispanic males	(UI: 0%)
Native American males	Native American males ¹	(UI: 0%)
Asian American males	Asian American males	(UI: 0%)
White males	White males	(UI: 13%)
Other		
FY 2000	FY 2001	
Hispanic females	Hispanic males	(UI: 0%)
Native American males/females	Native American males/females ¹	(UI: 0%)
Asian American males/females	Asian American males/females ¹	(UI: 0%)
	White males	(UI: 18%)

Accomplishments: Hispanic females in the Other job category increased to above parity with National CLF.

² Requires less than one person to achieve near parity.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES**

PROGRAM ELEMENT: Workforce Analysis - Continued

PROBLEM/BARRIER STATEMENT: Since the issuance of EEOC Management Directive 714 in 1988, CMS exhibited a manifest imbalance of certain EEO groups in some mission-oriented occupations as shown below.

OBJECTIVE: The manifest imbalance of the affected groups will be reduced.

RESPONSIBLE OFFICIAL: Center/Office Directors

TARGET DATE: FY 2002 and ongoing

ACTION ITEM(S):	TARGET DATES	RESPONSIBLE OFFICIAL
Health Insurance Specialist (0107) Improve the representation of Hispanic males.	FY 2002/Ongoing	Directors, Center/Office
General Administration (0301) Improve the representation of Asian American females.	FY 2002/Ongoing	Directors, Center/Office
Computer Programmer (0334) Improve the representation of Hispanic females.	FY 2002/Ongoing	Directors, Center/Office
Management Analyst (0343/0345) Improve the representation of Hispanic males.	FY 2002/Ongoing	Directors, Center/Office
Accountant (0510/0511) Improve representation of white females.	FY 2002/Ongoing	Directors, Center/Office
Nurse (0610) Improve the representation of Asian American females.	FY 2002/Ongoing	Directors, Center/Office

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: CMS has established procedures to effectively utilize existing hiring authorities to reduce the underrepresentation of EEO groups and women in the Agency. To this end, CMS utilized the Outstanding Scholar Program, Minority Summer Intern Program, and the STRIDE Program. CMS also maintains active co-op agreements with local colleges and instituted the CMS Outstanding Scholar Intern Program as a tool to place superior candidates in CMS upon graduation.

See page 19.

UPDATE

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK FORCE

The following are the EEO groups that showed a **manifest imbalance** (Underrepresentation Index range 21 to 50) in the mission oriented occupations in FY 2001 as compared with FY 2000.

Health Insurance Specialist: series 107		Manifest Imbalance
FY 2000	FY 2001	UI: 21% - 50%
Hispanic males	Hispanic males	(UI: 50%)
Asian American males		
General Administration: 301 series		
FY 2000	FY 2001	
White males	White males	(UI: 47%)
Asian American females	Asian American females	(UI: 33%)
Computer Programmer: 334/2210 series		
FY 2000	FY 2001	
Hispanic females	Hispanic females	(UI: 41%)
Management Analysis: 343 series		
FY 2000	FY 2001	
Hispanic males/females	Hispanic males	(UI: 31%)
	White males	(UI: 50%)
Accountant: 510/511 series		
FY 2000	FY 2001	
White females	White females	(UI: 40%)
Hispanic females		
General Health Science: 601 series		
FY 2000	FY 2001	
White males	White males	(UI: 29%)
Nurse: 610 series		
FY 2000	FY 2001	
Asian American females	Asian American females	(UI: 43%)
Managed Care Specialist: 1801 series		
FY 2000	FY 2001	
Hispanic males	None	

Accomplishments: Asian American males in the GS-107 series improved to moderate underrepresentation. Hispanic females in the GS-510/511 series improved to moderate underrepresentation.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES**

PROGRAM ELEMENT: Workforce Analysis - Continued

PROBLEM/BARRIER STATEMENT: Conspicuous absence of certain EEO groups exists in some mission-oriented occupations (shown at page 21 below).

OBJECTIVE: The conspicuous absence of the affected groups will be eliminated.

RESPONSIBLE OFFICIAL: Center/Office Directors

TARGET DATE: FY 2002 and ongoing

ACTION ITEM(S):	TARGET DATES	RESPONSIBLE OFFICIAL
General Administration (0301) Improve the representation of Hispanic males.	FY 2002/Ongoing	Directors, Center/Office
Computer Programmer (0334) Improve the representation of Hispanic males and Native American females.	FY 2002/Ongoing	Directors, Center/Office
Management Analyst (0343) Improve the representation of Native Americans and Asian American females.	FY 2002/Ongoing	Directors, Center/Office
Accountant (0510/0511) Improve the representation of Native Americans.	FY 2002/Ongoing	Directors, Center/Office
General Health Science (0601) Improve the representation of Hispanic females and Native American females.	FY 2002/Ongoing	Directors, Center/Office
Nurse (0610) Improve the representation of Hispanic males and Native American males.	FY 2002/Ongoing	Directors, Center/Office
Managed Care Specialist (1801) Improve the representation of Hispanic males and Native Americans.	FY 2002/Ongoing	Directors, Center/Office

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: CMS adopted positive procedures such as developing and implementing the Outstanding Scholar and Minority Summer Intern Programs, maintaining active co-op agreements with colleges, and utilizing the STRIDE Career Development Program. An EEO critical element is included in all SES and SENIOR LEVEL managers' workplans.

See page 21.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK FORCE

The following are the EEO groups that showed a **conspicuous absence** (Underrepresentation Index from 0 through 20) in the mission-oriented occupations in FY 2001 as compared with FY 2000.

Health Insurance Specialist: 107 series	FY 2000	FY 2001	Conspicuous Absence UI: 0% - 20%
	None	None	
General Administration: 301 series	FY 2000	FY 2001	
	Hispanic males	Hispanic males	(UI: 18%)
Computer Programmer: 334/2210 series	FY 2000	FY 2001	
	Hispanic males	Hispanic males	(UI: 10%)
	Native American females	Native American females ¹	(UI: 0%)
Management Analysis: 343/345 series	FY 2000	FY 2001	
	Native American males/females	Native American males/females ¹	(UI: 0%)
	Asian American females	Asian American females	(UI: 0%)
Accountant: 510/511 series	FY 2000	FY 2001	
	Native American males/females	Native American males/females ³	(UI: 0%)
General Health Science: 601 series	FY 2000	FY 2001	
	Hispanic females	Hispanic females	(UI: 0%)
		Native American females ¹	(UI: 0%)
Nurse: 610 series	FY 2000	FY 2001	
	Hispanic males	Hispanic males	(UI: 0%)
	Native American males	Native American males ¹	(UI: 0%)
Managed Care Specialist: 1801 series	FY 2000	FY 2001	
	Native American males	Hispanic males	(UI: 0%)
		Native American males/females ¹	(UI: 0%)

³Requires less than one person in each category to achieve full parity. No plan necessary.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES

PROGRAM ELEMENT: Workforce Analysis - Continued

PROBLEM/BARRIER STATEMENT: Not all managers demonstrate sensitivity to the conspicuous absence and manifest imbalance of underrepresented EEO groups.

OBJECTIVE: The conspicuous absence and manifest imbalance of the affected groups in GS-14 and GS-15 positions will be eliminated.

RESPONSIBLE OFFICIAL: Center/Office Directors

TARGET DATE: FY 2002 and ongoing

ACTION ITEM(S):	TARGET DATES	RESPONSIBLE OFFICIAL
<p>GS-15 Improve the representation of all minority groups, in particular Hispanic males and Asian American females.</p> <p>GS-14 Improve the representation of Asian American males and Hispanic females.</p>	<p>FY 2002/Ongoing</p>	<p>Directors, Center/Office</p>

ACCOMPLISHMENTS: In an effort to increase sensitivity to the conspicuous absence and manifest imbalance of certain EEO groups in GS-14 through GS-15 positions, CMS has developed an EEO critical element which is included in the workplans of SES and Senior level managers. Additionally, the Human Resources Management Group (HRMG) conducts annual training sessions for central office mid-level and senior level managers to enhance their knowledge on EEO programs and to make them aware of this responsibility for increasing and promoting minority EEO groups and women in the Agency.

See page 23.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ACCOMPLISHMENT REPORT**

SUMMARY ANALYSIS OF WORK FORCE

This analysis compares the EEO groups that showed a **manifest imbalance** (Underrepresentation Index range between 21 and 50) or a **conspicuous absence** (Underrepresentation Index range between 0 and 20) in GS-14 and GS-15 positions in FY 2001 as compared with FY 2000.

Manifest imbalance in GS-14 positions: FY 2000	FY 2001	Manifest Imbalance UI: 21% - 50%
Asian American males	Asian American males	(UI: 46%)
Hispanic males	Hispanic females	(UI: 33%)

Manifest imbalance in GS-15 positions: FY 2000	FY 2001	
Hispanic males	Hispanic males	(UI: 50%)
	Asian American females	(UI: 47%)

.....

Conspicuous absence in GS-14 positions: FY 2000	FY 2001	Conspicuous Absence UI: 0% - 20%
None	None	

Conspicuous absence in GS-15 positions: FY 2000	FY 2001	
Native American males	Native American males ⁴	(UI: 0%)

NB: Changes in representational category for less numerous EEO groups, such as Native Americans or Asian Americans, and for grade levels where numbers are small often reflect the gain or loss of one or two employees.

⁴Requires less than on person in each group to achieve full parity. No plan necessary.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
REPORT OF OBJECTIVES

PROGRAM ELEMENT: Workforce Analysis - Continued

PROBLEM/BARRIER STATEMENT: Conspicuous absence and manifest imbalance of underrepresented EEO groups continues in the Senior Executive Service.

OBJECTIVE: The conspicuous absence and manifest imbalance of the affected groups in SES positions will be eliminated.

RESPONSIBLE OFFICIAL: Administrator/Deputy Administrator and Chief Operating Officer

TARGET DATE: FY 2002 and ongoing

ACTION ITEM(S):	TARGET DATES	RESPONSIBLE OFFICIAL
Senior Executive Service Improve the Native Americans and Asian American females.	FY 2002/Ongoing	Directors, Center/Office

REPORT OF ACCOMPLISHMENT OF OBJECTIVE: African American females improved to moderate underrepresentation. Hispanic males and females no longer reflect conspicuous absence or manifest imbalance.

The Agency included an EEO critical element in all SES and managers' workplans. Addition of this element will increase sensitivity to the need to eliminate underrepresentation.

See page 25.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN
ACCOMPLISHMENT REPORT**

SUMMARY ANALYSIS OF WORK FORCE

This analysis compares the EEO groups that showed a **manifest imbalance** (Underrepresentation Index range between 21 and 50) or a **conspicuous absence** (Underrepresentation Index range between 0 and 20) in SES positions in FY 2001 as compared with FY 2000.

Manifest imbalance in SES positions:		Manifest Imbalance
FY 2000	FY 2001	UI: 21% - 50%
None	None	

Conspicuous absence in SES positions:		Conspicuous Absence
FY 2000	FY 2001	UI: 0% - 20%
Native American males/females	Native American males/females ¹	(UI: 0%)
Asian American females	Asian American females	(UI: 0%)

NB: Changes in representational category for less numerous EEO groups, such as Native Americans or Asian Americans, and for grade levels where numbers are small often reflect the gain or loss of one or two employees.

**Summary of EEO Groups
Comparison by Fiscal Year
as of September 30, 2001**

GS 13 - 15

	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
White M	60.6%	59.2%	58.2%	56.3%	52.4%	50.1%	48.9%	46.9%	44.1%	41.6%	39.6%	38.9%
White F	26.8%	28.0%	29.1%	30.3%	33.7%	34.8%	36.1%	37.0%	38.8%	40.0%	40.1%	39.9%
Afr Am M	3.4%	3.2%	3.2%	3.3%	3.2%	3.3%	3.4%	3.5%	3.6%	3.8%	4.2%	4.2%
Afr Am F	5.5%	5.8%	5.7%	6.0%	6.5%	7.5%	7.4%	7.9%	8.2%	9.0%	9.9%	10.1%
Hisp M	1.1%	1.1%	1.1%	1.1%	0.9%	1.0%	1.0%	1.0%	1.2%	1.1%	1.1%	1.3%
Hisp F	0.7%	0.9%	1.0%	1.0%	1.0%	1.0%	1.1%	1.3%	1.2%	1.2%	1.2%	1.5%
Asn/Am. M	0.5%	0.5%	0.7%	0.7%	0.8%	0.8%	0.8%	1.1%	1.2%	1.4%	1.4%	1.5%
Asn/Am. F	0.5%	0.7%	0.6%	0.7%	0.7%	1.0%	0.9%	0.9%	1.2%	1.1%	1.2%	1.8%
Nat Am M	0.4%	0.4%	0.3%	0.4%	0.4%	0.3%	0.4%	0.2%	0.2%	0.2%	0.3%	0.4%
Nat Am F	0.1%	0.1%	0.1%	0.2%	0.2%	0.3%	0.2%	0.2%	0.3%	0.4%	0.5%	0.6%

GS 9 - 12

	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
White M	30.8%	28.7%	28.6%	28.0%	26.6%	26.0%	24.6%	23.6%	20.9%	19.6%	19.3%	17.4%
White F	40.9%	42.7%	42.7%	42.8%	43.5%	42.3%	42.3%	41.4%	40.1%	39.4%	37.7%	38.3%
Afr Am M	4.8%	4.4%	4.5%	4.5%	4.9%	5.4%	5.1%	5.3%	5.0%	5.0%	5.2%	4.9%
Afr Am F	18.7%	19.2%	19.2%	19.3%	18.7%	18.8%	20.4%	21.8%	24.5%	26.2%	27.9%	29.0%
Hisp M	0.4%	0.3%	0.4%	0.4%	0.5%	0.7%	0.6%	0.6%	1.0%	0.9%	0.9%	1.1%
Hisp F	1.6%	1.9%	1.8%	2.2%	2.2%	2.3%	2.4%	2.4%	2.9%	2.7%	2.9%	3.5%
Asn/Am. M	0.7%	0.9%	0.7%	0.9%	1.0%	1.5%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%
Asn/Am. F	1.6%	1.5%	1.6%	1.6%	2.0%	2.3%	2.4%	2.6%	3.1%	3.4%	3.4%	3.5%
Nat Am M	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	0.3%
Nat Am F	0.3%	0.3%	0.3%	0.3%	0.5%	0.5%	0.5%	0.7%	0.9%	0.6%	0.5%	0.5%

**Summary of EEO Groups
Comparison by Fiscal Year
as of September 30, 2001**

GS 5 - 8

	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
White M	3.7%	4.0%	4.2%	4.0%	3.3%	4.4%	2.8%	3.2%	3.5%	5.7%	4.5%	2.8%
White F	44.7%	42.0%	41.7%	42.9%	42.7%	40.3%	37.5%	36.3%	35.5%	35.0%	38.3%	37.2%
Afr Am M	2.8%	2.8%	3.3%	3.5%	3.8%	3.8%	4.4%	3.4%	3.5%	4.1%	3.2%	4.1%
Afr Am F	44.5%	46.1%	44.7%	43.3%	43.9%	44.5%	48.1%	49.8%	49.4%	46.3%	44.3%	45.1%
Hisp M	0.0%	0.0%	0.2%	0.0%	0.0%	0.3%	0.2%	0.2%	0.0%	0.0%	0.6%	0.5%
Hisp F	1.9%	2.1%	2.5%	2.5%	2.3%	3.1%	3.2%	3.4%	4.3%	4.8%	5.2%	5.3%
Asn/Am. M	0.6%	0.5%	0.5%	0.3%	0.7%	0.8%	0.8%	0.7%	0.7%	0.4%	0.9%	0.7%
Asn/Am. F	1.4%	2.1%	2.3%	2.8%	2.8%	2.5%	2.6%	2.7%	2.6%	2.8%	2.4%	2.5%
Nat Am M	0.0%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Nat Am F	0.2%	0.3%	0.3%	0.5%	0.5%	0.3%	0.4%	0.5%	0.5%	0.9%	0.6%	1.8%

GS 1 - 4

	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
White M	2.9%	4.8%	7.9%	8.6%	4.0%	5.9%	10.0%	10.5%	3.8%	8.3%	5.0%	5.0%
White F	26.5%	27.0%	28.9%	31.4%	32.0%	38.2%	40.0%	36.8%	34.6%	37.5%	20.0%	20.0%
Afr Am M	7.4%	9.5%	13.2%	11.4%	12.0%	11.8%	5.0%	10.5%	15.4%	8.3%	15.0%	20.0%
Afr Am F	48.5%	46.0%	39.5%	45.7%	48.0%	29.4%	30.0%	26.3%	38.5%	29.2%	40.0%	45.0%
Hisp M	1.5%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Hisp F	8.8%	7.9%	7.9%	2.9%	0.0%	5.9%	15.0%	15.8%	7.7%	8.3%	10.0%	10.0%
Asn/Am. M	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%
Asn/Am. F	4.4%	3.2%	0.0%	0.0%	4.0%	2.9%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%
Nat Am M	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Nat Am F	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Centers for Medicare & Medicaid Services
FY 2001 Affirmative Employment Program for Minorities and Women

MINORITY INITIATIVES

- Minority Initiative Summer Internship Program

CMS was successful in recruiting twenty- four college students to participate in the Minority Summer Internship Program; participants included seven Asian American/Pacific Islander students, seven African American students, seven Hispanic students, and three Native American/Alaskan Native students. This program is in keeping with the executive orders that require federal agencies to increase capacity /involvement with minority initiatives: Historically Black Colleges and Universities (HBCUs), Hispanic Agenda for Action (HAA), Tribal Colleges and Universities (TCUs), and Asian American/Pacific Islander (AAPI).

- Outreach to College and Universities

The Agency has been successful in building relationships with graduate schools to identify minority students to be placed within the Agency specifically in the Dallas region. The Dallas regional office expressed interest in providing internships for students pursuing graduate studies in health related fields. CMS has been successful in identifying and placing a graduate student from Florida A&M University. While the internship provided relevant work experience for the student to meet degree requirements, it also provided the Agency with a potential candidate for employment.

- Scholars Program

CMS is working to identify faculty members from HBCU's and HSI's to be placed at CMS under the Intergovernmental Personnel Act (IPA) authority for one-year assignments. The temporary appointments will provide opportunities for selected candidates to gain an understanding of the Medicare and Medicaid programs, thus increasing capacity for HBCU's and HSI's to participate in research opportunities with CMS, and strengthen relationships between the Agency and the educational institutions.

- Co-Operative Education Program

The Cooperative Education Program (Co-op) is a planned and progressive, career-related student employment program that provides students with the opportunity to gain appropriate experience commensurate to their academic curriculum and career goals. The Co-op program is designed to provide a source of well-trained employees for career entry into the Federal workforce. In FY 2001, CMS hired 8 students through the Co-op Program, including three African Americans and one Hispanic.

- American Association of Health Plans, Minority Management Development Program

CMS works closely with AAHP Minority Management Development Program to address the need for minority managers and administrators in health plans. This cooperative relationship fosters the a unique educational exchange affords the Fellows the opportunity to participate in the Medicare and Medicaid policy and rulemaking process and to cultivate Fellow's interest in working in the public sector. This year CMS

provided opportunities for three African American Fellows, all of whom worked in CMS Regional Offices.

- Hispanic Agenda for Action: Action Item 1

CMS has developed and implemented a Twelve Point Plan to Increase Hispanic Representation. The plan established procedures to effectively utilize existing hiring authorities to reduce the underrepresentation of Hispanics in the Agency.

The purpose of this plan is to develop, for position vacancies at all levels, applicant pools that include qualified Hispanic candidates. CMS will recruit as broadly as required to ensure a diverse applicant pool, while providing current employees with as many advancement and development opportunities as possible.

1: RESUMES

CMS will solicit and compile resumes. The Human Resources Management Group (HRMG) will pre-qualify the resumes for CMS positions, and the Office of Equal Opportunity and Civil Rights (OEOCR) will catalog the resumes, according to the pre-qualifications. Upon request, the cataloged resumes will be forwarded to Central and Regional Office managers for employment considerations.

2: JOB FAIRS

OEOCR will maintain a list of Hispanic and other minority job fairs that can be used as a resource for managers. CMS will attend relevant Hispanic job fairs and encourage managers with open positions to participate in these job fairs with HRMG, OEOCR, and Regional Office representatives.

3: HISPANIC GROUPS, ORGANIZATIONS, & SCHOOLS

CMS will develop partnerships with Hispanic groups and organizations that include agendas for outreach and recruitment. Also, CMS will establish and maintain working relationships with the Hispanic Association of Colleges and Universities (HACU) and Hispanic Serving Institutions (HSIs) to attract highly qualified college graduates. Similarly, CMS will develop relationships with High Schools that have large Hispanic populations for the purposes of outreach and recruitment.

4: INTERNAL COMMUNICATIONS

OEOCR and HRMG will receive weekly updated information on Central and Regional Office staffing needs through weekly budget reports for planning relevant recruitment activities. OEOCR will provide regional and national lists of recruitment resources to Central and Regional Offices. In addition, OEOCR will continue to provide updated workforce profiles to all CMS managers on a quarterly basis.

5: BILINGUAL POSITIONS

CMS has determined that it needs positions with bilingual requirements to better serve non-English speaking beneficiaries. Therefore, each component/office will conduct a self-audit to determine the need of bilingual positions. With the assistance of HRMG, managers will establish, where appropriate, bilingual positions by modifying the qualification requirements for these identified positions.

6: USE OF TECHNOLOGY

CMS will disseminate vacancy announcements through e-mail (Internet) to Hispanic groups, organizations, and schools. OEOCR will advise such groups, organizations, and schools of CMS's intention of adding them to the list serve. Also, CMS will use Internet links with Hispanic-oriented web sites to publicize CMS programs and opportunities.

7: HISPANIC AGENDA FOR ACTION WORK GROUP

OEOCR will increase its involvement and encourage CMS employees to participate in the Hispanic Agenda for Action (HAA) Work Group.

8: LETTERS TO LEADERS

CMS Central and Regional Offices will send letters to prominent Hispanic professionals and leaders in the respective communities to inform them of CMS's efforts to increase the representation of Hispanics in the Agency to better serve Hispanic beneficiaries.

9: CAREER ADVANCEMENT

OEOCR and HRMG encourage CMS Components/Offices to use career development programs such as leadership development and upward mobility among CMS Hispanic employees in order to improve their opportunities for Management and Senior Executive Service positions and to reach grade parity with the Civilian Labor Force (CLF).

10: OUTSTANDING SCHOLAR PROGRAM

The Outstanding Scholar Program (OSP) is an excellent tool for recruitment of minority college graduates at the GS-5 and GS-7 grade levels. Managers should be cognizant that the primary purpose of the OSP is to reduce Underrepresentation of minority EEO groups. HRMG will have Outstanding Scholar recruitment notices open for Baltimore, Washington, D.C., and each Regional Office during the periods that job fairs (see above) are scheduled so that we may collect applications during the fairs.

11: AAHP MANAGEMENT DEVELOPMENT PROGRAM

The American Association of Health Plans (AAHP) sponsors a Minority Management Development Program (MMDP) to "address the shortage of talented minority managers in the health plan community by providing a source of managerial training, work experience and knowledge of the industry through focused didactic and interactive training opportunities" (from AAHP literature). CMS will continue to participate in the MMDP program. CMS will post recruitment notices for Health Insurance Specialists at the GS-9/11/12 grade levels and encourage the AAHP fellows to apply. Additionally, after completion of the MMDP, CMS will take steps to retain promising AAHP fellows as full-time CMS employees.

12: CO-OP PROGRAM

The Co-Op program is an excellent tool for recruitment of minority EEO groups into entry-level positions. HRMG will focus CMS's Co-Op program to increase Hispanic representation in the Agency. To this end, OEOCR and HRMG will visit Hispanic Serving Institutions (HSIs) to increase the representation of Hispanics in the pool of college students interested in Co-Op and employment at CMS.

Performance Standards

In an effort to increase sensitivity to the conspicuous absence and manifest imbalance of certain EEO groups in the Agency, CMS has developed an EEO critical element that is included in the workplans of all managers. Additionally, the Human Resources Management Group (HRMG) conducts annual training sessions for central office mid-level and senior level managers to enhance their knowledge on EEO programs and to make them aware of this responsibility for increasing and promoting minority EEO groups and women in the Agency.

Centers for Medicare & Medicaid Services
FY 2001 Affirmative Employment Program for Minorities and Women

NOTEWORTHY ACTIVITIES

- Communicating Agency Commitment and Expectations to Strengthen Diversity and Establishing Accountability Measures

In FY 2001, CMS identified Strengthening Diversity at the agency as a one of its top priorities. The Administrator and the Deputy Administrator and Chief Operating Officer established accountability measures as a new way of doing business. As part of this priority, CMS requires each major component and region to submit a monthly diversity report. The specific reporting of outreach, recruitment, hiring and retention strategies and how managers are promoting a diverse and inclusive environment holds managers accountable for the hiring and retention activities of their respective component. The Deputy Administrator and Chief Operating Officer reviews these reports on a regular basis. In addition, to further demonstrate its commitment, CMS has established a GPRA Goal, Strengthening Diversity at all Levels of CMS.

The Directors of the Office of Equal Opportunity and Civil Rights (OEOCR) and the Human Resources Management Group (HRMG) have met with CMS component heads and management to discuss their respective organization's workforce profile and ways in which OEOCR and HRMG can better assist managers in implementing the Agency's Strengthening Diversity priority.

CMS managers receive on a quarterly basis a detailed workforce profile data by race, gender, and national origin. Providing this information to management ensures that they are fully aware of the composition of their work force compared to that of the civilian labor force. This information also assists managers in planning for future hiring activities and for maintaining a diverse workforce.

- Utilizing the Federal Career Intern Program (FCIP)

As part of the agency's effort to strengthen diversity within the workforce, CMS has successfully utilized the Federal Career Intern Program (FCIP). This government-wide program allows the agency to hire qualified candidates non-competitively up to the GS-09 grade-level. Since May 2001, CMS has hired fourteen (14) individuals using the FCIP authority.

In FY 2001, CMS created a database to catalogue and pre-qualify individuals for the FCIP. CMS collected resumes at local and national job fairs. CMS enters data from resumes into this database; the database is presently used to produce categorized reports and upon request provide CMS management with resumes of candidates who meet their hiring needs. During FY 2001, CMS attended twenty-six (26) local and national job fairs and conferences; CMS encourages managers with hiring authority to attend these activities. Over 1000 resumes were collected from these events.

- During FY 2001 Agency representatives participated in the following national and local job fairs and recruitment efforts to ensure equal access to employment opportunities to all EEO groups:

- University of Puerto Rico, Bayamon Campus, PR
- American Indian Higher Education Consortium, Cloquet, MN
- Office of Personnel Management Job Fair, Sagrado Corazon, PR
- National Committee on Employment of People with Disabilities, Washington, DC
- Federal Asian Pacific American Council National Leadership Conference, Arlington, VA
- National IMAGE Conference, Atlantic City, NJ
- National Association of Colleges and Employers, Las Vegas, NV
- League of United Latin American Citizens (LULAC), Phoenix, AZ
- Academy for Health Services Research, Atlanta, GA
- American Association of Health Plans Managed Care Institute, Los Angeles, CA
- National Council of La Raza, Milwaukee, WI
- National Association for the Advancement of Colored People (NAACP) Conference, New Orleans, LA
- Organization of Chinese Americans, Seattle, WA
- National Medical Association Annual Convention and Scientific Assembly, Nashville, TN
- Blacks In Government (BIG), Los Angeles, CA
- World Congress and Expo on Disabilities, Atlanta, GA
- American Public Health Association, Atlanta, GA
- National Society of Hispanic MBAs, Orlando, FL
- University of Puerto Rico, Rio Piedras Campus, PR
- University of Maryland Baltimore County Job Fair, Catonsville, MD
- University of Maryland School of Law Health Careers Fair, Baltimore, MD
- University of Maryland Baltimore County Technology Conference
- Mercer University, CMS Campus
- Harbour School, CMS Campus
- Globaltech Bilingual Institute, Baltimore, MD
- Maryland Job Service Annually Summer Job Fair, Towson, MD

Reporting Activities

As part of the CMS *Twelve Point Plan to Increase Hispanic Representation*, managers must report on their recruitment, hiring and career development activities. Through this endeavor CMS is able to better monitor and track the Agency's progress with regard to addressing the underrepresentation of Hispanics in the workforce. Every month, senior managers report on activities undertaken to strengthen diversity. Although this initiative is not new to CMS, the specific reporting of outreach, recruitment, hiring and retention strategies and how managers are promoting a diverse and inclusive environment has become a new way of doing business. The monthly reported activities are summarized and shared with the Chief Operating Officer and Deputy Administrator.

Also, the Office of Equal Opportunity and Civil Rights (OEOCR) provides managers on a quarterly basis a detailed workforce profile data by race, gender, and national origin. Providing this information to management ensures that they are fully aware of the composition of their work force compared to that of the civilian labor force and in doing so, places this information in management's "radar screen" for future hiring activities.

Also, CMS conducted a self-audit to identify the need for bilingual positions in the Agency to better serve its non-English speaking beneficiaries. The audit identified approximately 38 positions throughout the Agency. Future recruitment for these positions will include a bilingual requirement.

Training

During FY 2001, CMS OEOCR conducted the following Agency-wide training:

1. Sexual Harassment Prevention Training
2. Title VI of CRA of 1964, Protecting the Civil Rights of Beneficiaries
3. Title VII of CRA of 1964: Understanding EEO (A Review of Employee Rights and Responsibilities under Title VII, The ADEA and the Rehabilitation Act)
4. Alternative Dispute Resolution Training for Managers and Supervisors (Mediation for EEO Complaints)
5. EEO Counselor Training
6. American With Disabilities Act Training for Managers

Centers for Medicare & Medicaid Services
AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

FY 2002 Affirmative Employment Program for Minorities and Women

Actions to Increase the Representation of EEO Groups Identified as Under Represented

- CMS will monitor the present workforce demographic and work to identify and eliminate existing barriers to career advancement for all employees, particularly underrepresented EEO groups and advancement to senior level positions. OEOCR will continue to provide all CMS managers and supervisors a statistical workforce profile on a quarterly basis comparing the Agency as a whole and each major component's workforce with the National Civilian Labor Force (1990 census). This will help to ensure that managers/supervisors are aware of underrepresented EEO groups in the overall CMS workforce and in their respective components.
- CMS will focus the responsibility for diversity recruitment within the Office of Internal Customer Support, Human Resources Management Group (HRMG). This will concentrate and clarify responsibility for recruiting and the other HR systems needed to achieve our objectives under a single organizational entity. This will also establish one focal point for diversity recruitment activities in HRMG. HRMG will reorient its staff to emphasize diversity as an important aspect of all recruiting and staffing activities. HRMG will work with management to ensure that they receive the tools, training and assistance required to immediately reduce and ultimately to eliminate underrepresentation in the CMS workforce.
- CMS will maintain contact with EEO group organizations, such as FAPAC (Federal Asian Pacific American Council), NAACP (National Association for the Advancement of Colored People), BIG (Blacks In Government), LULAC League of United Latin American Countries), National IMAGE Conference, National Council of La Raza, National Hispanic Leadership Conference, and Organization of Chinese Americans to ensure that their members are aware of employment opportunities at CMS. To this end Agency representatives will attend conferences and job fairs where applicants representing diverse EEO groups are likely to be present. Resumes will be collected and be pre-qualified; qualified applicants will be referred to managers upon request. A databank of these resumes has been created and will be placed on the CMSNet and made available to managers for hiring purposes.
- CMS will maintain contact with HBCUs, HSIs, and colleges and universities having large enrollments of Asian Americans and Native American schools and universities to ensure that graduating students are aware of job opportunities at CMS.
- CMS will disseminate vacancy announcements to EEO group organizations via the Internet and ensure that CMS job postings are available for downloading from OPM and CMS websites.

- CMS will utilize current career development programs such as the CMS Mentoring Program, the Stride Program, the Career Start Program, the New Perspectives Program, and CMS's Develop University program.
- CMS will continue to employ special recruitment authorities such as the SES Candidate Program, Federal Career Intern Program, Outstanding Scholars Program and the Co-operative Education Program to ensure that there are minority and female candidates in recruitment pools as well as in the pool of applicants for more senior positions. A list and description of programs available to CMS employees is available through the Agency internal website, CMSNet.
- CMS will continue to utilize the CMS Twelve Point Plan to Increase Hispanic Representation to develop, for position vacancies at all levels, applicant pools that include qualified Hispanic candidates. CMS will recruit as broadly as required to ensure a diverse applicant pool, while providing current employees with as many advancement and development opportunities as possible.
- CMS will continue to provide Agency-wide training on the following statutes that protect against discrimination in employment: Title VII of the Civil Rights Act of 1964, the Rehabilitation Act of 1973, and the Age Discrimination in Employment Act of 1967. Additionally, in partnership with the Department's Office for Civil Rights (OCR) Agency-wide training will be conducted for all program professionals and CMS managers on civil rights laws for beneficiaries.

Discrimination Complaints and Alternative Dispute Resolution

CMS established and implemented an Alternative Dispute Resolution (ADR) Program in FY 1999 in compliance with changes to Equal Employment Opportunity Commission (EEOC) Federal Sector EEO complaints processing regulations. During FY 2001, the ADR Program processed 18 cases with a resolution rate of 67% (12 of 18). Of these 18 cases, 10 employees requested mediation during the informal phase of the EEO process and 8 during the formal phase.

CMS has observed a continual decrease in the number of formal discrimination complaints filed each year. The number of formal complaints filed decreased from twenty-two (22) in FY 2000 to twenty (20) in FY 2001. There were no formal complaints filed on sexual harassment.

CMS provided the following data to the Department of Health and Human Service for inclusion in its Annual Equal Employment Opportunity Statistical Report of Discrimination Complaints for FY 2001:

Discrimination Complaints

Pre-Complaint Alternative Dispute Resolution (ADR) and Counseling				
ADR	10	Total number of individuals selecting ADR	i. Number directly selecting ADR	ii. Number selecting ADR during counseling
			0	10
Counseling	44	Total number of individuals counseled	i. Number counseled within 30 days	ii. Number counseled within 90 days
			8	22
			14	0
			iii. Number counseled beyond 90 days	iv. Number counseled because of remand

Issues	
Appointment/Hire	1
Assignment of Duties	0
Awards	0
Conversion to Full-time	0
Disciplinary Actions	0
a. Demotion	0
b. Reprimand	0
c. Suspension	0
d. Removal	0
e. Other	0
Duty Hours	0
Evaluation/Appraisal	0
Examination/Test	0
Harrasment	12
a. Non-Sexual	12
b. Sexual	0
Medical Examination	0
Pay Including Overtime	0
Promotion/Non-Selection	21
Reassignment	3
a. Denied	3
b. Directed	0
Reasonable Accommodation	6
Reinstatement	0
Retirement	0
Termination	7
Terms/Conditions of Employment	3
Time and Attendance	0
Training	1
Other	0

Bases						
Race and Color	National Origin	Religion	Reprisal	Age	Gender	Disability
0	0	0	0	0	0	1
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
2	0	0	5	2	1	2
2	0	0	5	2	1	2
0	0	0	0	0	0	0
0	0	0	0	0	0	0
4	1	0	6	7	3	0
0	1	0	0	1	0	1
0	1	0	0	1	0	1
0	0	0	0	0	0	0
0	0	0	2	0	0	4
0	0	0	0	0	0	0
0	0	0	0	0	0	0
2	1	0	1	1	1	1
2	0	0	1	0	0	0
0	0	0	0	0	0	0
0	0	0	0	1	0	0
0	0	0	0	0	0	0