
WOMEN IN THE FEDERAL GOVERNMENT

*A Guide to
Recruiting and
Retaining*



United States
Office of
Personnel
Management

TABLE OF CONTENTS

Introduction	1
Federal Job Search	3
Outreach — The Key to Successful Recruitment	4
Recruitment Strategies	6
Recruitment and Relocation Bonuses	6
Special Salary Rates	6
Hiring and Appointment Options	7
Compensation Options	7
Retention Strategies	9
Retention Allowances	9
Other Compensation Options	9
Training and Education	10
Rewarding Performance	10
Family-Friendly Workplace Policies	11
Employee Assistance Programs	13
Career Development	14
Significant, High Impact Assignments	14
Mentoring	14
Formal Career Development Programs	15
Formal Education	16
Executive and Management Development	18
Benefits	20
Leadership and Evaluation	23
Resources	24

WOMEN IN THE FEDERAL GOVERNMENT:

A GUIDE TO RECRUITING AND RETAINING

Introduction

The 20th century has been a time of amazing change for women. When the century began, women in the United States did not have even the fundamental human right to vote and were largely absent, save in stereotyped roles, from the American workplace — including the Federal workplace.

Today, we still face the challenges of fairness and equity, along with the imperative of creating a workforce with the skills and competencies needed to meet our national challenges.

Women represent 42.8 percent of the permanent Federal workforce, compared to 46.4 percent in the Civilian Labor Force (CLF).¹ The Office of Personnel Management (OPM) is very concerned that the representation of women in the Federal workforce continues to lag behind representation in the CLF. Progress has been made; more and swifter progress is necessary.

¹ Permanent Federal Workforce (FW) data are from OPM's Central Personnel Data File (CPDF). FW percentages are based on total permanent (non-postal) civilian workforce for September 30, 1997. Civilian Labor Force (CLF) data are derived from the Department of Labor, Bureau of Labor Statistics' September 1997 *Current Population Survey*. The CLF data covers every employed person 16 years of age and older, as well as unemployed (civilians who had made specific efforts to find work in the previous 4 weeks or persons on layoff expecting recall).

Federal executives and managers have a responsibility to assure their department and agency workplaces reflect the rich diversity of America. All segments of our society, including women, must have equal opportunities to participate, and must receive fair treatment in all Federal human resources activities. OPM is leading a Governmentwide initiative to improve the representation and the career development of women throughout Government.

OPM has compiled a list of human resources management approaches and tools agencies may use in designing recruitment and retention strategies and in resolving staffing problems. This document describes some staffing, compensation, and award flexibilities available to help agencies attract and retain women at all levels.

The most important single factor in attracting and retaining women is direct, conscientious involvement by managers. Managers can identify where targeted recruiting efforts will best succeed and stimulate interest in public service careers. And at every phase of careers in public service, managers must mentor and lead their employees to obtain optimal results.

Federal managers must compete for the best and brightest employees, who are precisely the people we need to serve the American public. The following pay and benefit options, recruitment tools, and human resources development strategies are important for recruiting success and for sustaining effective, rewarding careers. Managers must know how to use these tools, and how they can best be combined to solve particular staffing problems.

Federal Job Search

The three-step Federal job search process begins with Federal agencies listing job opportunities in the USAJOBS governmentwide automated employment information system. Job seekers may take the **first step** and access the system in any of the following ways:

- ◆ on the World Wide Web at *http://www.usajobs.opm.gov*;
- ◆ by electronic bulletin board at 912-757-3100;
- ◆ by telephone at 912-757-3000 (912-744-2299 TDD) or local telephone service available at 17 OPM Service Centers around the country; or
- ◆ via touch screen computer kiosks located throughout the nation at OPM offices, Federal buildings, and some colleges and universities.

These USAJOBS systems provide access to over 8,000 daily updated job listings, full job announcements, and fact sheets on commonly requested Federal employment topics. These listings include jobs in the Senior Executive Service and other executive-level positions.

The **second step** is to review the job announcement to determine eligibility and interest.

The **final step** in this process is to follow the application instructions. Application for most jobs can be with a resume, the Optional Application for Federal Employment (OF-612), or any other written format. For unique jobs or those filled through automated procedures, special forms and instructions may be identified in the job announcement.

Outreach — The Key to Successful Recruitment

OPM, in conjunction with other agencies, plans to expand outreach efforts. OPM plans to work with professional organizations like Executive Women in Government, Women in Science, Federally Employed Women and others to enhance the Federal Government's ability to recruit and retain highly-skilled and qualified women and prepare them to be future government executives. This will be accomplished by identifying conferences targeted for women and encouraging Federal departments and agencies to participate at these conferences. Participation will include presentations, seminars and workshops on Federal employment and other issues of interest to women.

One way of targeting colleges and universities is to have the OPM Director, along with other agency heads, expand their visits to universities and colleges to include those with a high enrollment of women. Visits with administrators, faculty, and students would aim to promote public service careers. Women would be encouraged to apply to the Presidential Management Intern Program and other student employment and intern programs. (These programs are described in USAJOBS.)

OPM will assist agencies as they seek to hire graduate and undergraduate students in the excepted service under the Student Educational Employment Program. There are two components of this program: the Student Temporary Employment Program (STEP) and Student Career Experience Program (SCEP). These programs operate under special provisions whereby agencies can appoint students who are enrolled or have been accepted for at least part-time enrollment at an accredited institution. Appointment in the STEP program is not to exceed 1 year

and may not be converted to permanent status. Individuals in the SCEP program may be non-competitively converted to career/career-conditional appointments within 120 days of completing academic requirements. The hiring agency may grant tuition assistance to the students hired under the SCEP program.

An agency, at its discretion, and pursuant to appropriate Federal rules and regulations, may pay the travel or transportation expenses of any individual candidate for a pre-employment interview, or pay travel and transportation expenses for a new appointee to the first post of duty. For either payment, a decision made for one vacancy does not require a like decision for any similar future vacancies. Before authorizing any payments, the agency must consider factors such as availability of funds, desirability of conducting interviews, and feasibility of offering a recruiting incentive.

Recruitment Strategies

A number of flexibilities may assist agencies in their recruitment efforts.

Recruitment and Relocation Bonuses

Agencies have discretionary authority to make a lump-sum payment of up to 25 percent of basic pay to a newly appointed employee (in the case of a recruitment bonus) or to an employee who must relocate (in the case of a relocation bonus) to fill a position that would otherwise be difficult to fill. In return, the employee must sign a service agreement with the agency. A recruitment bonus may be used in combination with superior qualifications appointments. Recruitment and relocation bonuses must be paid in accordance with the agency's previously established recruitment and relocation bonus plans. Recruitment and relocation bonuses are subject to the aggregate limitation on total pay (currently \$151,800).

Special Salary Rates

OPM is authorized to establish higher special rates of pay for an occupation or group of occupations nationwide or in a local area based on a finding that the Government's recruitment or retention efforts are, or would likely become, significantly handicapped without those higher rates. The minimum rate of a special rate range may exceed the maximum rate of the corresponding grade by as much as 30 percent. However, no special rate may exceed the rate for Executive Level V (currently \$110,700). A special rate request must be submitted to OPM by department headquarters and must be coordinated with other Federal agencies with employees in the same occupational group and geographic area.

Hiring and Appointment Options

Agencies may also make appointments with varying work schedules such as part-time (which may include job-sharing arrangements), intermittent, and seasonal. Intermittent work schedules are used only when the nature of the work is sporadic and unpredictable. Seasonal work involves annually recurring periods of work which is expected to last at least 6 months during a calendar year. The use of varying work schedules may serve as an incentive to attract applicants who prefer to work less than full-time.

Agencies can use temporary appointments to fill a job if it is not expected to last longer than 1 year. These temporary appointments may be extended for 1 additional year. The competitive hiring process is used to fill temporary positions.

For positions that will last longer than 1 year but not more than 4 years, term appointments should be considered. Reasons for making term appointments include project work and extraordinary workloads. The competitive hiring process is also used to fill term appointments.

Compensation Options

Federal agencies have the authority to set pay above the minimum rate of the grade for new appointments or reappointments of individuals to General Schedule positions based on superior qualifications of the candidate or a special need of the agency. Agencies must have in place documentation and record keeping procedures on making superior qualifications appointments in order to make such appointments.

Upon reemployment, transfer, reassignment, promotion, demotion, or change in type of appointment, agencies have discretionary authority to use the highest previous rate authority to set the rate of basic pay of an employee by taking into account the highest actual rate of basic pay received by an individual while employed in a position in any branch of the Federal Government (with certain exceptions) not to exceed the maximum rate of the employee's grade.

Employees hired into positions that have been announced as having “promotion potential” to a certain grade level may receive noncompetitive promotions up to that pre-determined level.

Agencies may advance a new hire up to two paychecks so that a new employee can meet living and other expenses.

Retention Strategies

Agencies also have flexibilities available to help them retain the women they employ.

Retention Allowances

Agencies have discretionary authority to make continuing (i.e., biweekly) payments of up to 25 percent of basic pay as retention allowances. Authorization is based upon a determination by the agency that (1) the unusually high or unique qualifications of the employee or a special need of the agency makes it essential to retain the employee, and (2) the employee would be likely to leave the Federal Government (for any reason, including retirement) in the absence of a retention allowance. Retention allowances must be paid in accordance with the agency's previously established retention allowance plan and must be reviewed and certified annually. Retention allowances are subject to the aggregate limitation on total pay (currently \$151,800).

Other Compensation Options

As previously described under "Recruitment Strategies," agencies have the discretion to set pay above the minimum rate of the grade upon transfer, reassignment, promotion, demotion, or change in type of appointment using the highest previous rate authority.

Also, as previously described, the special salary rate authority helps agencies retain employees in occupations or geographic areas experiencing a staffing problem.

Training and Education

Agencies can pay for training and education to improve an employee's performance of her official duties. With this authority, agencies may pay, or reimburse an employee, for all or part of the necessary expenses of training, including the costs of college tuition.

To recruit or retain employees in what are called shortage or critical skills occupations, agencies may pay for education leading to an academic degree. Agencies may designate a job category as a shortage occupation if they meet the regulatory criteria for exercising their authority to pay recruitment bonuses or retention allowances for that occupation. Merit system principles apply to selecting candidates for academic degree training.

Agencies may require service agreements for training of long duration or of high cost. With this authority, agencies protect their investment and secure a period of service from an employee once the employee completes needed training.

Agencies may share training costs with employees. This authority allows agencies to support training and education that benefits both the agency and the employee. If both agree, an agency may pay some of the costs of training, while the employee pays the balance. An employee may pay the entire cost of training and attend training during duty hours with agency approval. An agency may also reimburse an employee for all or part of the costs of successfully completed training.

Rewarding Performance

Agencies have discretionary authority to accelerate an employee's pay by granting a quality step increase. A quality step increase is an additional step increase that may be granted to an employee who has received the highest rating of record available in the applicable performance appraisal program. These are basic pay increases for all purposes. No more than one quality step increase can be granted within a 52-week period, and such an increase cannot cause the employee's pay to exceed the maximum rate of the grade.

Agencies have discretionary authority to grant an employee a lump-sum cash award based on a Fully Successful or better rating of record or in recognition of accomplishments that contribute to the efficiency, economy, or other improvement of Government operations. Cash awards do not increase an employee's basic pay. Awards based on the rating of record can be up to 10 percent of salary, or up to 20 percent for exceptional performance. Agencies have the authority to grant awards up to \$10,000 and may exceed that amount with OPM approval.

Family-Friendly Workplace Policies

The Federal Government is also a leader in providing family-oriented leave policies, part-time employment and job sharing, and telecommuting arrangements. Some of these are described below:

- ◆ ***Family and Medical Leave Act*** — up to 12 weeks per year of unpaid family and medical leave are available on a gender-neutral basis, and job security for employees who take such leave is mandatory by law.

- ◆ ***Paid leave for family care and related purposes*** — sick leave can be used to care for family members, to arrange for or attend funeral services of family members, and for absences relating to adopting a child. Federal employees can receive additional paid leave to serve as bone-marrow or organ donors.

- ◆ ***Leave sharing programs*** — coworkers are allowed to voluntarily transfer some of their annual (vacation) leave to specific coworkers or to a leave bank to assist coworkers in dealing with a personal or family medical emergency.

- ◆ ***Part-time employment and job sharing*** — employment options are available that may help balance an employee's work and family responsibilities.

- ◆ ***Telecommuting*** — employees may be allowed to work at home or at another approved location away from the regular office.

- ◆ ***Hours of work and scheduling flexibilities*** — agencies have discretionary authority to determine the hours of work for their employees. Agencies have authority to establish —
 - full-time, part-time, intermittent, and seasonal work schedules;

 - hours of work for employees, including traditional day shifts, night and weekend duty, rotating shifts, “first-40” schedules, paid and unpaid (not to exceed 1-hour) breaks in the workday, and overtime;

 - alternative work schedules to replace traditional schedules (i.e., 8 hours per day/40 hours per week, with fixed starting and stopping times), including —
 - Compressed work schedules--fixed work schedules that enable full-time employees to complete the basic 80-hour biweekly work requirement in less than 10 workdays, and

 - Flexible work schedules--work schedules with flexible starting and stopping times and flexible hours of work.

- ◆ ***Dependent care assistance*** — help is available to employees with child and elder care needs. Many agencies offer referral and information assistance to community resources, provide lunch and learn seminars, and sponsor care giver fairs. Also, OPM’s ***Handbook of Child and Elder Care Resources*** provides employees, managers, and employee assistance counselors with information about organizations and agencies across the country that can help employees locate quality child and elder care services. Many Federal agencies also provide on-site child development centers.

Employee Assistance Programs

These programs provide a variety of confidential services, including counseling and referrals, to employees who are experiencing personal problems such as work and family pressures, substance abuse, and financial problems which can adversely affect performance, reliability, and personal health.

Career Development

To advance their careers, women need opportunities to develop credentials, organizational knowledge, and management and executive competencies. Agencies and managers have many options available for developing high potential Federal women, including significant, high impact assignments; mentoring; formal career development programs; and formal education.

Significant, High Impact Assignments

A woman's potential for career growth is enhanced by the breadth and richness of work experiences with which she is presented. To be worthwhile, these experiences must offer her opportunities to learn new skills and to apply previously acquired knowledge and skills to new situations or in different contexts. The experiences must also include activities of significant importance to an organization, with high visibility, where a woman is given increasing authority and responsibility and success or failure is easily recognized and widely known. Such experiences can be provided by special projects, targeted organizational assignments, assignments to cross functional teams and interagency groups, developmental assignments, rotational assignments, and details to other organizations or other agencies.

Mentoring

Generally, there are three different kinds of mentoring. *Supervisory mentoring* consists of the day-to-day coaching and guidance that an employee receives from her boss. *Informal mentoring* is an unofficial pairing of individuals that naturally occurs between people as needs arise. *Structured - facilitated mentoring* is the most formal type of mentoring, consisting of planned, sequenced steps, and it is organizationally sponsored.

Many agencies use formal mentoring programs to develop and maintain a well-trained and versatile workforce. For example, the Department of Energy (DOE) has a structured mentoring program that started with a pilot program in 1995. DOE now has several tailored versions of the basic program involving offices in Headquarters, at field installations, and in major contractor operated facilities. About 60 percent of the participants, mentors and mentees, are women. To support the program, DOE's Office of Training and Human Resource Development developed a *Mentoring Program Guide*. The Guide helps organizations decide what to do and how to do it and is available on the Internet. Companies like NIKE and state governments such as New York's have downloaded it. For more information and to access the mentoring materials, contact Jenny Hermansen at DOE Headquarters at 202-426-1530 or jenny.hermansen@hq.doe.gov.

Another source of help is the *Mentoring Handbook* used by the Department of the Navy's Civilian Leadership Development Program. While designed for the Navy program, the content is broad enough to be useful to any organization seeking to establish or support a mentoring program. The booklet goes beyond simple rules into what it takes to make mentoring work and is written in language both mentor and mentee can understand. For information, contact: Office of Civilian Personnel Management, Policy and Program Development, 800 N. Quincy Street, Arlington, VA 22203-1998; phone: 703-696-5880.

Formal Career Development Programs

Formal career development programs may be conducted within an agency, shared between agencies, or sponsored by the private sector. Most Federal agencies have formal programs which target both low level and mid level employees. Successful programs allow participants to hone their negotiating, interpersonal, oral communication, partnering, and written communication skills; practice explaining, advocating, and expressing facts and ideas in a convincing manner; negotiate with individuals and groups internally and externally; manage and resolve conflicts; build effective teams; develop strategic thinking and problem solving skills; learn to be accountable; develop their political savvy; identify the internal and external politics that impact the work of their organizations; learn about financial management,

human resource management, and technology management; strengthen their dedication to public service; and build a professional support network.

The Nuclear Regulatory Commission (NRC), for example, has three developmental programs for support staff: the Certified Professional Secretaries Program, which enables secretaries, who are mostly women, to obtain at least college credits in six different disciplines, the Computer Science Program, and the Administrative Skills Enhancement Program, which is for administrative support people, who also are mostly women. The programs started in the early 1980's and since that time dozens of NRC women have participated in them. Many individuals in the administrative support programs have gone on to become para and full professionals.

The Department of Housing and Urban Development designed a Mid-Level Development Program to develop supervisory, managerial and leadership skills of high-performing, mid-level employees in the Office of Administration. The 16-month program consisted of a mix of formal training, developmental on-the-job assignments, required readings, seminars, and the establishment of professional relationships. Half the program participants were women; all program participants currently serve in supervisory positions.

Often agencies use the programs developed by OPM and now conducted by the USDA Graduate School, such as the Executive Potential Program, Women's Executive Leadership (WEL) Program, and the New Leader Program. For example, the Social Security Administration (SSA) currently participates in the Graduate School's WEL Program. SSA uses this 1-year program for GS-11 and GS-12 employees to provide them supervisory and managerial training and prepare them for future positions as supervisors and managers.

Formal Education

Formal education can provide women with opportunities to round out their academic backgrounds and broaden their technical or professional knowledge as well as their knowledge of management theory and practice. Using the flexibilities

of Federal training law, agencies and managers can pay for training and education or reimburse an employee for the expenses for training. Agencies may also share the costs of training and education with employees.

Finally, anecdotal information suggests that career advancement of support, technical, and professional staff and of those interested in management is greatly facilitated by programs that provide roadmaps (career paths, mentoring, career development assignments), organizational knowledge (internships, details, rotational assignments), and, for those on management tracks, long term leadership development (rotational assignments, project management, management training).

OPM encourages agencies to use these approaches to develop the women they employ.

Executive and Management Development

OPM promotes ongoing development to ensure that the Government's leaders will be prepared to meet the challenges of change and transformation as we move into the 21st century. We manage three interagency residential development and training centers for current and future Federal executives, managers, and supervisors.

The *Federal Executive Institute (FEI)* is a learning center for executives that focuses primarily on individual development, the executive's corporate role in government, and improved organizational performance. The curriculum also explores the special nature of the public service culture and the tensions public officials face in using their discretion as public officials within a Constitutional framework. Two *Management Development Centers (MDC's)* focus on developing leadership and management skills of managers and supervisors through the study of government, management, and select public policy issues. Curriculum changes have been instituted in several programs to focus on certain public policy issues concerning the role of women in the workplace. For both men and women on a personal development level, the programs offer information on balancing work and family responsibilities and dealing with a diverse workforce.

Participation of women in FEI and MDC programs offers a unique opportunity for women in Government to participate with their male counterparts representing 70 different departments and agencies in classes, seminars, field work, and networking. The cross-agency aspect of the program can lead to new opportunities for women to serve on interagency task forces, to seek jobs outside their original agency, and to learn about the organizational cultures of others. Women may elect to participate in seminars that provide practice and feedback in the areas of leading effective teams, mentoring, and dealing with the media.

International participants at FEI often include women who hold high-level government positions and their contribution to classes includes a view of women's roles in other governments.

For more information, contact the centers directly:

The Federal Executive Institute (FEI)
1301 Emmet Street
Charlottesville, VA 22903-4899
(804) 980-6200 fax: (804) 979-3387

Eastern Management Development Center
101 Lowe Drive
Shepherdstown, WV 25443
(304) 870-8000 fax: (304) 870-8001

Western Management Development Center
3151 South Vaughn Way, Suite 300
Aurora, CO 80014-3513
(303) 671-1010 fax: (303) 671-1018

Benefits

Leave — Sick leave and annual (vacation) leave policies are generous. Federal employees earn 13 days of sick leave each year. There is no ceiling on the amount that may be carried over from year to year. Annual leave accrued in the first year (13 days) exceeds the standard of 2 weeks (10 days) in the private sector. Employees earn additional annual leave as their tenure with the Federal Government increases, up to a maximum of 26 days per year. Most employees can accrue a total of up to 30 days of annual leave. SES members can accrue a total of up to 90 days of annual leave.

Health Insurance — Federal employees can enroll in health insurance coverage for themselves and their families at reasonable rates. They enjoy one of the widest selections of plans in the country. Over 350 plans participate in the health insurance program. Employees can choose among managed fee-for-service plans, health maintenance organizations, and point-of-service plans. There is an annual open season during which employees can change their enrollment. Unlike a growing number of private sector health benefits programs, Federal employees can continue their health insurance coverage into retirement with a full Government contribution. Most enrollees pay only one-fourth of the health benefits premium.

Holidays — Federal employees are entitled to 10 paid holidays each year.

Subsidized Transportation — Agencies can pay for employees' commuting costs to encourage the use of public transportation.

Pensions — The Federal Employees Retirement System (FERS) is an outstanding 3-tiered plan to provide secure retirement, disability, and survivor benefits for employees and their dependents. In addition to Social Security benefits as a base, FERS offers both an annuity that grows with length of service and a tax deferred savings plan. Employees pay less than 1 percent of salary to qualify for the annuity and are fully vested after 5 years of service and, for disability benefits, after just 18 months.

The savings plan allows employees to save up to 10 percent (up to a limit of \$10,000) of salary for retirement. The Government contributes 1 percent of salary to employees who do not contribute and will match up to another 4 percent of savings for employees who do contribute. Because the savings plan is tax deferred, no income tax is due on either the employee's contributions or the Government matching funds, or the earnings on those amounts, until retirement. Employees can choose to invest in any of three funds, or to spread investments across the three funds: a Government securities fund, a bond fund, and a stock fund, all professionally and securely managed by an independent Government agency, the Federal Retirement Thrift Investment Board. A broader selection of investment funds is planned for the near future. Since the inception of FERS in 1987, the performance of this state-of-the-art retirement system has been excellent.

Life Insurance — Most full-time and part-time employees are automatically enrolled in basic life insurance equal to their salary, rounded to the next \$1,000, plus \$2,000. The Government pays one-third of the cost of this group term insurance. Employees do not have to prove insurability; no physical is required. Basic coverage includes double benefits for accidental death and benefits for loss of limb(s) or eyesight. Employees can also purchase optional insurance at their own expense. Optional coverage includes additional insurance on the employee's life as well as coverage for the employee's spouse and eligible children, if any.

Those younger than 45 receive an additional amount of coverage at no greater cost. The enhancement declines from double the basic amount for those 35 and younger to zero at age 45, when coverage becomes the basic amount.

Accelerated death benefits are available to terminally ill enrollees so that they can receive life insurance proceeds while they are living.

Many large organizations are cutting life insurance benefits to retirees. This is untrue in the Federal Government, which allows life insurance to be continued into retirement. It can also be converted to private coverage upon termination, without proof of insurability.

In addition to offering the life insurance program, agencies can pay up to \$10,000 to the personal representatives of employees who die from injuries sustained in the line of duty.

Liability Insurance — A recently enacted law provides Federal agencies with the option of using available funds to reimburse law enforcement officers and managers for up to one-half of the cost of professional liability insurance, protecting them from potential liability and attorneys fees for actions arising out of the conduct of official duties.

Leadership and Evaluation

OPM will establish a governmentwide task force through the Interagency Advisory Group of Personnel Directors which includes representation from the major departments and independent agencies' personnel and civil rights offices. The task force will develop a work plan outlining the best practices in the public and private sectors. Research will be conducted to identify practices in major corporations (and in particular, those headed by women) which have aided the career development of women. The task force will benchmark identified best practices. OPM will provide the results to departments and independent agencies. When agencies request, OPM will provide technical assistance to ensure proper implementation of best practices. The results will also be made available on the Internet using OPM's Web site.

Results of the activities described in this guide should be incorporated into each agency's Federal Equal Opportunity Recruitment Program (FEORP) accomplishment report to OPM. OPM will continue to report agencies' specific progress and successes in recruiting and retaining women in our Annual Report to Congress on the Federal Equal Opportunity Recruitment Program.

Resources

OPM Contacts

Please contact your local human resources office first for additional information on these recruitment and retention flexibilities. Additional information may be obtained from OPM's Web site at <http://www.opm.gov>.

The following OPM program offices can provide information on these flexibilities:

◆ Employment Service

Staffing Reinvention Office	(202) 606-0830
Employment Information	(202) 606-1031
Diversity Office	(202) 606-2817

◆ Office of Executive Resources

Executive Policy and Services	(202) 606-1610
-------------------------------	----------------

◆ Office of Workforce Relations

Office of Human Resources Development	(202) 606-2721
Work/Life Programs Center	(202) 606-5520

◆ Retirement and Insurance Service

Retirement Issues	(202) 606-0299
Insurance Issues	(202) 606-0004

◆ Workforce Compensation and Performance Service

Classification Programs Division	(202) 606-2950
Performance Management and Incentive Awards Division	(202) 606-2720
Pay and Leave Administration Division	(202) 606-2858

Women's Organizations

The following women's organizations could assist agencies in addressing workplace issues:

American Society for Public Administration Section for Women in Public Administration 1120 G Street, NW., Suite 500 Washington, DC 20005	(202) 393-7878
Executive Women in Government. 6400 Naval Ave. Landham, MD 20706-3531	(202) 586-4128
Federally Employed Women, Inc. 1400 Eye Street, NW., Suite 425 Washington, DC 20005	(202) 898-0994
National Association of Commissions on Women 624 9th Street, NW., #M-10 Washington, DC 20001	(202) 628-5030
National Association for Female Executives (NAFE) 135 West 50th Street (16th Floor) New York, NY 10020	(212) 445-6235 (800) 634-6233
Women in Management, Inc. 2 North Riverside Plaza, Suite 2400 Chicago, IL 60606	(312) 263-3636