

AFFIRMATIVE ACTION AGENCYWIDE PLAN



Accomplishment Report
1984

Update 1985

Office of Civil Rights

EPA
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ENVIRONMENTAL PROTECTION AGENCY
AGENCYWIDE AFFIRMATIVE ACTION PLAN

ACCOMPLISHMENT REPORT

FY 1984

- Form 504: Accomplishment Report of Affirmative Action for Minorities and Women
- Form 505: Summary Sheet, FY 83 - FY 84 Change in Work Force EEO Profile by PATCO
- Form 506: FY 83 - FY 84 Change in Work Force EEO Profile by Pay Level, pp. 1-3
- Form 507: Summary Sheet, Distribution of EEO Groups and Underrepresentation Indices by PATCO and Pay Level, pp. 1-2
- Form 508: Summary Sheet, FY 84 Hiring Goal Accomplishments by PATCO
- Form 509: Summary Sheet, FY 84 Internal Movement Goal Accomplishments by PATCO
- Form 510: Barrier Elimination, pp. 1-6

ANNUAL UPDATE

FY 1985

- Form 511: FY 85 Annual Update of Affirmative Action Program for Minorities and Women
- Form 512: Summary Sheet, FY 85 Hiring Goals by PATCO
- Form 513: Summary Sheet, FY 85 Internal Movement Goals by PATCO
- Form 514: Projected Barrier Elimination, pp. 1-5
- NARRATIVE STATEMENT, pp. 1-4
- STATEMENT OF ACCOUNTABILITY
- CERTIFICATION OF QUALIFICATIONS OF PRINCIPAL EEO OFFICIALS
- ATTACHMENTS:

- Memo: EPA's Affirmative Action Plan for 1985
- Memo: Development of 1985 Affirmative Action Plan
- Memo: Guidance and Instructions for Development of Affirmative Action Plan
- Memo: Affirmative Action Goals for FY 1985
- List of EPA Planning and Reporting Units

U.S. Environmental Protection Agency
Library, Room 2104 PM-211-A
401 M Street, S.W.
Washington, DC 20460

**FY 8 ACCOMPLISHMENT REPORT OF AFFIRMATIVE
ACTION FOR MINORITIES AND WOMEN**

REPORT BY:

____ P/R UNIT
____ COMMAND
____ COMPONENT
☒ AGENCY

Name of Reporting
Agency, Command
Component or P/R Unit

Environmental Protection Agency

Responsible Agency
Official:

William D. Ruckelshaus, Administrator

(Name and title)

401 M Street S.W. (A-100)

(Address)

Washington, D.C. 20460

382-4700

(Telephone number - commercial or FTS)

William D. Ruckelshaus
(Signature of the responsible official)

JAN 3 1985

(Date)

Number of Planning/Reporting Units (reports are ☒ are not _____ attached): 1

Number of Commands/Components (aggregate reports attached, if appropriate): -

SELECTED AGENCY FY 8 STATISTICS:

	GS/GM	SES	AD, ED, EX, ST	Wage Systems	CC	Total
Number of employees at beginning of report year *	9810	198	24	85	258	10375
Number of employees at end of report year	10897	216	34	84	252	11483

Number of employees separated from the agency
due to RIF's: 0

Wh M: _____ BI M: _____ HI M: _____ AA/PI M: _____ AI/AN M: _____

Wh F: _____ BI F: _____ HI F: _____ AA/PI F: _____ AI/AN F: _____

Number of vacancies that had been originally projected:

P 759 A 274 T 68 C 257 O 1 Total 1359

* Key: AD - Administratively Determined
ED - Experts appointed under 5 U.S.C. 3109
EX - Executive Level, Federal Executive Salary Act of 1964
ST - Scientific and Professional, 10 U.S.C. 1581
CC - Commissioned Corps, Public Health Service

NAME OF PERSON WHO PREPARED REPORT

Cecelia F. Scott

TELEPHONE NUMBER

382-4564

SUMMARY SHEET

REPORT BY:

FY 83- FY 84 CHANGE IN WORK FORCE EEO PROFILE BY PATCO

P/R UNIT
 COMMAND
 COMPONENT
 AGENCY

CATEGORIES	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL	1983	#	718	3578	624	152	57	63	11	122	26	4	0
		%	15.5	77.2	13.5	3.3	1.2	1.4	.2	2.6	.5	.09	0
	1984	#	954	3897	818	170	74	85	22	148	39	3	1
ADMINISTRATIVE		%	18.2	74.1	15.6	3.2	1.4	1.6	.4	2.8	.7	.06	.02
	% CHANGE		2.7	(3.1)	2.1	(.1)	.2	.2	.2	.2	.2	(.03)	.02
	1983	#	1145	1389	884	107	218	24	12	21	27	3	4
TECHNICAL		%	42.6	51.6	32.9	4.0	8.1	.9	.45	.8	1.0	.11	.15
	1984	#	1309	1455	1015	122	248	28	16	21	26	4	4
	% CHANGE		1.9	(2.1)	1.6	.2	.3	.1	.1	(.1)	(.1)	.03	(.01)
CLERICAL	1983	#	546	258	340	49	191	6	7	4	8	0	0
		%	63.2	29.9	39.4	5.7	22.1	.7	.8	.5	.9	0	0
	1984	#	581	274	367	48	196	7	7	4	10	1	1
OTHER		%	63.5	30.0	40.1	5.2	21.4	.8	.8	.4	1.1	.11	.11
	% CHANGE		.3	.1	.7	(.5)	(.7)	.1	0	(.1)	.2	.11	.11
	1983	#	1699	55	948	54	689	6	37	4	19	1	6
TOTAL		%	93.4	3.0	52.1	3.0	37.9	.3	2.0	.2	1.1	.05	.33
	1984	#	1880	57	992	52	816	5	50	7	15	1	7
	% CHANGE		93.9	2.8	49.5	2.6	40.8	.2	2.5	.4	.8	.05	.35
TOTAL	1983	#	.5	(.2)	(2.6)	(.4)	2.9	(.1)	.5	.2	(.3)	0	.02
		%											
	1984	#											
TOTAL		%											
	% CHANGE												
	1983	#	10008	4108	5280	362	1155	99	67	151	80	8	10
TOTAL		%	41.0	52.8	27.9	3.6	11.5	1.0	.7	1.5	.8	.08	.10
	1984	#	4724	5683	3192	392	1334	125	95	180	90	9	13
	% CHANGE		42.5	51.2	28.7	3.5	12.0	1.1	.9	1.6	.8	.08	.12
TOTAL	1983	#	1.5	(1.6)	.8	(.1)	.5	.1	.2	.1	0	0	.02
		%											
	% CHANGE												

GEORGE W. BAKER

FY 8 3-FY 8 4 CHANGE IN WORK FORCE EEO PROFILE BY PAY LEVEL

REPORT BY:
 P/R UNIT
 COMMAND
 COMPONENT
 AGENCY

PAY LEVEL	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
GS 1-4	%	474	399	34	217	33	160	3	12	4	9	1	1
	100 3		84.2	7.2	48.8	7.0	33.8	.6	2.5	.8	1.9	.21	.21
	%	631	557	32	269	30	250	3	27	7	8	2	3
	100 4		88.3	5.1	42.6	4.7	39.6	.5	4.3	1.1	1.3	.32	.48
GS 5-9	%		4.1	(2.1)	(3.2)	(2.3)	5.8	(.1)	1.8	.3	(.6)	.11	.27
	100 3	2133	1866	189	1093	66	711	8	35	4	22	0	5
	%		87.5	8.8	51.3	3.1	33.3	.4	1.7	.2	1.0	0	.23
	100 4	2479	2049	312	1207	79	771	29	40	10	25	0	6
GS 9-12	%		82.6	12.6	48.7	3.2	31.1	1.2	1.6	.4	1.0	0	.24
	100 3		(4.9)	3.8	(2.6)	.1	(2.2)	.8	(.1)	.2	0	0	.01
	%	3671	1279	2102	991	153	229	58	18	76	37	3	4
	100 4	4074	34.8	57.2	27.0	4.2	6.2	1.6	.5	2.1	1.0	.08	.11
GS/EN 13-15	%		1484	2272	1159	169	253	57	26	88	42	4	4
	100 3		36.4	55.7	28.5	4.2	6.2	1.4	.6	2.2	1.0	.10	.10
	%		1.6	(1.5)	1.5	0	0	(.2)	.1	.1	0	.02	(.01)
	100 4	3522	547	2271	478	105	55	30	2	65	12	4	0
SENIOR EXECUTIVE SERVICE LEVELS (INCLUDE GS/EN 16-18)	%		15.5	78.7	13.6	3.0	1.5	.8	.06	1.9	.3	.11	0
	100 3	3703	615	2869	538	108	60	35	2	73	15	3	0
	%		16.6	77.5	14.5	2.9	1.6	.9	.05	2.0	.4	.08	.0
	100 4		1.1	(1.2)	.9	(.1)	.1	.1	(.01)	.1	.1	(.03)	0
TOTAL	%	208	.17	184	17	5	0	0	0	2	0	0	0
	100 3	226	8.2	88.4	8.2	2.4	0	0	0	1.0	0	0	0
	%		19	198	19	6	0	1	0	.2	0	0	0
	100 4		8.4	87.6	8.4	2.7	0	.4	0	.9	0	0	0
TOTAL	%		.2	(.8)	.2	.3	0	.4	0	(.1)	0	0	0
	100 3	10008	4108	5280	2796	362	1155	99	67	151	80	8	10
	%		41.0	52.8	27.9	3.6	11.5	1.0	.7	1.5	.8	.08	.10
	100 4	11113	4724	5683	3192	392	1334	125	95	180	90	9	13
TOTAL	%		42.5	51.2	28.7	3.5	12.0	1.1	.9	1.6	.8	.08	.12
	100 4		1.5	(1.6)	.8	(.1)	.5	.1	.2	.1	0	0	.02

REPORT BY:

P/R UNIT
COMMAND
COMPONENT
X AGENCY

FY 83 - FY 84 CHANGE IN WORK FORCE EEO PROFILE BY PAY LEVEL

PAY LEVEL	YEARS/ % CHANGE	TOTAL			WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WD/WS 1 - 4	1983	9	2	4	1	3	1	3						
	%		22.2	44.5	11.1	33.3	11.1	33.3						
	1984	8	2	4	1	2	1	2						
	%		25.0	50.0	12.5	25.0	12.5	25.0						
WD/WS 5 - 9	% CHANGE		2.8	5.5	1.4	(8.3)	1.4	(8.3)						
	1983	41	4	20	4	17		17						
	%		9.8	48.8	9.8	41.4		41.4						
	1984	41	5	19	5	17		17						
WD/WS 10	%		12.2	46.3	12.2	41.5		41.5						
	% CHANGE		2.4	(2.5)	2.4	.1		.1						
	1983	12		10		2		2						
	%			83.3		16.7		16.7						
WD/WS 11 - 12	1984	12		10		2		2						
	%			83.3		16.7		16.7						
	% CHANGE			0		0		0						
	1983	9		9										
WD/WS 13 - 15	%			100.0										
	1984	9		9										
	%			100.0										
	% CHANGE			0										
TOTAL	1983	71	6	43	5	22	1	22						
	%		8.4	60.6	7.0	31.0	1.4	31.0						
	1984	70	7	42	6	21	1	21						
	%		10.0	60.0	8.6	30.0	1.4	30.0						
TOTAL	% CHANGE		1.6	(.6)	1.6	(1.0)	0	(1.0)						

FY 83 - FY 84 CHANGE IN WORK FORCE EEO PROFILE BY PAY LEVEL

REPORT BY:

P/R UNIT
 COMMAND
 COMPONENT
 AGENCY

PAY LEVEL	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WD/NG 1 - 4	1983	9	2	4	1	3	1						
	%		22.2	44.5	11.1	33.3	11.1						
	1984	8	2	4	1	2	1						
WD/NG 5 - 9	%		25.0	50.0	12.5	25.0	12.5						
	% CHANGE		2.8	5.5	1.4	(8.3)	1.4						
	1983	41	4	20	4	17							
WD/NG 10	%		9.8	48.8	9.8	41.4							
	1984	41	5	19	5	17							
	%		12.2	46.3	12.2	41.5							
WD/NG 11 - 12	% CHANGE		2.4	(2.5)	2.4	.1							
	1983	12		10		2							
	%			83.3		16.7							
WD/NG 13 - 15	1984	12		10		2							
	%			83.3		16.7							
	% CHANGE			0		0							
TOTAL	1983	9		9									
	%			100.0									
	1984	9		9									
TOTAL	%			100.0									
	% CHANGE			0									
TOTAL	1983	71	6	43	5	22	1						
	%		8.4	60.6	7.0	31.0	1.4						
	1984	70	7	42	6	21	1						
TOTAL	%		10.0	60.0	8.6	30.0	1.4						
	% CHANGE		1.6	(.6)	1.6	(1.0)	0						

REPORT BY:

P/R UNIT
 COMMAND
 COMPONENT
 X AGENCY

FY 83 - FY 84 CHANGE IN WORK FORCE EEO PROFILE BY PAY LEVEL

PAY LEVEL	YEARS/ % CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WL/WN WS 1 - 4	#	1		1									
	198 3 %			100.0									
	#	1		100.0									
	198 4 %												
WL/WN WS 5 - 9	% CHANGE			0									
	#	1		0		1							
	198 3 %			0		100.0							
	198 4 %	2		1		50.0							
WL/WN WS 10 - 11	% CHANGE			50.0		(50.0)							
	#	1		0		1							
	198 3 %			0		100.0							
	198 4 %	1		1		0							
WL/WN WS 12 - 15	% CHANGE			100.0		(100.0)							
	#												
	198 3 %												
	198 4 %												
TOTAL	% CHANGE												
	#	3		1		2							
	198 3 %			33.3		66.7							
	198 4 %	4		3		1							
TOTAL	% CHANGE			41.7		(41.7)							
	#												
	198 3 %												
	198 4 %												

SUMMARY SHEET

DISTRIBUTION OF EEO GROUPS AND UNDERREPRESENTATION
INDICES BY PATCO AND PAY LEVEL

REPORT BY:

P/R UNIT

X

AGENCY

OCCUPATIONAL CATEGORY AND SES	PAY LEVEL	TOTAL	WHITE				BLACK				HISPANIC				ASIAN AMERICAN/ PACIFIC ISLANDER				AMERICAN INDIAN/ ALASKAN NATIVE			
			MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE	
			NUMBER	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.	NO. U.I.
SES (INCLUDE GS/GM 16 - 18)		226	198	19	31	6	113	0	0	1	20	0	0	2	102	0	0	0	0	0	0	0
	GS 1 - 4																					
	GS 5 - 8	295	128	102	128	11	188	16	194	19	298	6	178	7	275	5	225	0	0	1	261	
	GS 9 - 12	2298	1560	448	72	89	166	39	60	45	90	14	53	78	394	24	138	1	19	0	0	
	GS/GM 13 - 15	2524	2082	260	38	67	113	19	26	20	36	2	7	62	286	10	53	2	38	0	0	
ADMINISTRATIVE	TOTAL	5117	3770	810	58	167	139	74	51	84	75	22	37	147	333	39	101	3	28	1	15	
	GS 1 - 4																					
	GS 5 - 8	199	31	96	141	14	142	46	477	3	54	5	98	0	0	4	268	0	0	0	0	
	GS 9 - 12	1477	568	630	125	64	87	161	225	10	24	11	56	9	70	17	153	3	66	4	122	
	GS/GM 13 - 15	1177	785	278	88	41	95	41	71	15	46	0	0	11	108	5	82	1	26	0	0	
TECHNICAL	TOTAL	2853	1384	1004	103	119	84	248	179	28	35	16	43	20	81	26	121	4	46	4	82	
	GS 1 - 4	11	2	5	133	2	368	1	187	0	0	0	0	0	0	0	0	1	303	0	0	
	GS 5 - 8	673	126	318	138	30	90	174	534	5	27	6	36	3	52	10	198	0	0	1	68	
	GS 9 - 12	229	144	44	56	16	141	21	189	2	32	1	18	1	51	0	0	0	0	0	0	
	GS/GM 13 - 15	2	2																			
TOTAL		915	274	367	117	48	106	196	442	7	28	7	31	4	51	10	145	1	44	1	50	

* UI based on undifferentiated CIP

DISTRIBUTION OF EEO GROUPS AND UNDERREPRESENTATION INDICES BY PATCO AND PAY LEVEL

OCCUPATIONAL CATEGORY SERIES	PAY LEVEL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
			MALE NUMBER	FEMALE NO. U.I.	MALE NO. U.I.	FEMALE NO. U.I.	MALE NO. U.I.	FEMALE NO. U.I.	MALE NO. U.I.	FEMALE NO. U.I.	MALE NO. U.I.	FEMALE NO. U.I.
CLERICAL	GS 1-4	620	30	264 124*	28 91*	249 829*	3 25	27 171*	7 131*	8 172*	1 53*	3 218*
	GS 5-8	1312	27	691 154*	24 66	535 842*	2 7	23 68*	0 0	6 61*	0 0	4 136*
	GS 9-12	70	0	37 155*	0 0	32 944*	0 0	0 0	0 0	1 190*	0 0	0 0
	GS/CM 13-15											
	TOTAL	2002	57	992 145*	52 93	816 842*	5 13	50 98*	7 51	15 100*	1 41	7 156*
OTHER	GS 1-4											
	GS 5-8											
	GS 9-12											
	GS/CM 13-15											
	TOTAL											

* UI based on undifferentiated CLP

SUMMARY SHEET

FY 84 HIRING GOAL ACCOMPLISHMENTS BY PATCO

REPORT BY:

P/R UNIT
 COMMAND
 COMPONENT
 AGENCY

OCCUPATIONAL CATEGORY	PLANNED/ ACTUAL	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
P	PLANNED #	352	287		230	37	40	25	15	0	2	3*	0
	ACTUAL #	333	257	438	217	21	15	27	11	28	13	0	1
A	PLANNED #	131	94		64	20	20	14	8	2	0	1	1
	ACTUAL #	174	152	128	135	15	13	5	2	1	2	1	0
T	PLANNED #	18	4		1	4	1	4*	2	1	0	1*	0
	ACTUAL #	34	32	25	19	1	9	1	1	0	2	0	1
C	PLANNED #	59	29		7	17	3	8	15**	4**	2	1	2
	ACTUAL #	377	365	14	167	8	171	1	21	3	4	0	2
O	PLANNED #	1	1		1	0	0	0	0	0	0	0	0
	ACTUAL #	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	PLANNED #	561	415		304	82	64	51	40	7	4	6	3
	ACTUAL #	918	806	605	538	45	208	34	35	32	21	1	2
	PERCENT	164 %	194 %		177 %	55 %	325 %	67 %	88 %	457 %	525 %	17 %	67 %

SUMMARY SHEET

FY 84 INTERNAL MOVEMENT GOAL ACCOMPLISHMENTS BY PATCO

REPORT BY:

P/R UNIT
 COMMAND
 COMPONENT
 AGENCY

OCCUPATIONAL CATEGORY	PLANNED/ACTUAL	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
P	PLANNED #	30	23		14	2	5	4	3	1	1	0	0
	ACTUAL #	273	220	467	190	32	20	8	3	13	7	0	0
A	PLANNED #	23	17		10	5*	3	1	3	0	0	0	1
	ACTUAL #	410	378	254	300	18	62	8	6	5	9	1	1
T	PLANNED #	12	6		1	4	3	1*	2	1	0	0	0
	ACTUAL #	190	176	39	115	11	53	1	5	2	3	0	0
C	PLANNED #	8	5		1	1	2	1	1	1**	1	0	0
	ACTUAL #	469	455	9	218	12	222	1	12	1	3	0	0
O	PLANNED #	0	0		0	0	0	0	0	0	0	0	0
	ACTUAL #	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	PLANNED #	73	51		26	12	13	7	9	3	2	0	1
	ACTUAL #	1342	1229	769	823	373	357	18	26	21	22	1	1
	PERCENT	1838%	2409%		3165%	3108%	2746%	257%	289%	700%	1100%	-%	100%

BARRIER ELIMINATION

REPORT BY:

____ P/R UNIT
____ COMMAND
____ COMPONENT
____ X AGENCY

1. Number of Barriers Identified for Analysis and Elimination in FY 84: 5
2. Number of these Barriers Eliminated in FY 84: 1
3. Number of these Barriers Partially Eliminated in FY 84: 4

For each barrier addressed during the reporting year, indicate the occupations from which it tended to exclude people, whom it tended to exclude, and how the barrier was eliminated or partially eliminated (that is, what alternative procedures were instituted to replace the barrier). Where the barrier was not eliminated, please explain what prevented its elimination:

Barrier No. 1: See attached sheets.

Barrier No. 2: _____

BARRIER ELIMINATION

Barrier A: LACK OF CLEARLY DEFINED RESPONSIBILITIES, OBJECTIVES AND ACCOUNTABILITY OF MANAGERS AND SUPERVISORS FOR AFFIRMATIVE ACTION

This barrier was partially eliminated in FY 84. A few items were not completed.

1. EPA policy statements on EEO and Affirmative Action have been issued in FY 84 and early in FY 85.
2. Memos confirming specific goals and the accountability of each Assistant Administrator (AA) and Regional Administrator (RA) were issued both in FY 84 and FY 85.
3. The Deputy Administrator issued a memorandum on performance management requiring that each supervisor and manager have measures related to EEO and Affirmative Action incorporated into their standards for human resources management in their performance agreements. In addition, the Deputy required each Agency component that did not meet its goals, to provide a rationale in writing to the Deputy Administrator indicating why it did not meet its goals. This approach was determined to be more appropriate and effective than one requiring each supervisor and manager to identify EEO accomplishments as a critical job element.
4. A comprehensive EEO training program was developed between PMD and OCR and a pilot project was tested during FY84. The Agency plans to expand this training in an effort to reach all supervisors and managers during FY 85.
5. OCR established an Affirmative Action Tracking Report as an aid in self-monitoring for meeting affirmative action goals. This report was issued bimonthly to all Agency components along with a progress summary and a listing of organizations in rank order of their affirmative action

accomplishments. These provided an incentive for achieving goals and an effective means of monitoring change in our workforce.

6. Revision of the EEO Manual stating specific responsibilities of managers and supervisors was initiated in 1984 and will be completed in 1985.

**Barrier B: LACK OF SUFFICIENT TRAINED STAFF IN EEO
AND PERSONNEL TO FACILITATE EFFECTIVE
RECRUITMENT**

This barrier was partially eliminated.

1. OCR conducted an Affirmative Action Training Conference in November 1983, and determined that a follow-up conference during FY 84 was not necessary. In addition technical assistance was provided to the Regions by phone, and a training session was conducted for the members of the Headquarters Administrative Management Council which involved them in Affirmative Action planning for the first time. Specific guidance and instructions to both Headquarters and field offices were provided in memos attached to this plan.
2. Training conferences held for Hispanic Employment Program Managers (HEPMs) and Federal Women's Program Managers (FWPMs) during FY 84 emphasized the role of Special Emphasis Programs in planning, monitoring and recruitment activities of the Affirmative Action Program. This activity will be expanded to provide training for Black Employment Program Managers (BEPMs) in FY 85.
3. No formal cross-training for EEO and personnel officials in staffing and recruitment occurred in FY 84 although informal interchange took place through joint recruitment efforts. This area will receive increased emphasis in FY 85.

**Barrier C: INADEQUATE COMMUNICATION AND COORDINATION
AMONG EEO, PERSONNEL, AND PROGRAM STAFF
IN RECRUITMENT EFFORTS**

This barrier was eliminated in FY 84 through concerted effort by Personnel and Civil Rights staff.

1. The Directors of Personnel Management and Civil Rights issued joint memos concerning recruitment activities and other affirmative action matters.
2. Key staff from Personnel, Civil Rights and program offices met to develop information on vacancies, strategies and coordination in recruitment activities.
3. Information and reports are being shared regularly at Headquarters between Civil Rights and Personnel and communication is improving in the field.
4. The establishment of an automated applicant referral system has assisted Personnel, Civil Rights, and program office staff in working together to match qualified female and minority applicants with job vacancies.
5. The Office of Civil Rights conducted an Affirmative Action Training Conference for both EEO and Personnel staff responsible for Affirmative Action planning early in FY 84 to promote close coordination, joint planning and implementation of all aspects of affirmative action including recruitment activities.
6. Personnel and Civil Rights staff both at Headquarters and Region II worked closely together to plan and implement a very successful recruitment trip in Puerto Rico where over 30 job offers were made to Hispanic students. This joint effort received formal recognition in an Agency award and has served as the impetus and model for a similar effort in FY 85 focused upon recruitment of Blacks.

7. A report on Affirmative Action accomplishments during 1984 and proposed plans for 1985 was presented to the Deputy Administrator jointly by the Office of Civil Rights and Personnel.

Barrier D: LACK OF TRAINING AND DEVELOPMENTAL OPPORTUNITIES FOR WOMEN AND MINORITIES TO ADVANCE WITHIN THE AGENCY a) UPWARD AND OUT OF CLERICAL SERIES and b) UPWARD WITHIN PROFESSIONAL SCIENTIFIC AND TECHNICAL FIELDS

This barrier was partially eliminated in FY 84. Three planned actions were begun but not completed. A fourth action is a major new initiative for the Agency.

1. The Professional Development Plan proposed by Women in Science and Engineering at EPA has been adopted and incorporated into the planning of the Office of Human Resources Management. Implementation will begin in FY 85 with the creation of a Scientific and Technical Career Advisory Committee.
2. Commitment to an aggressive Upward Mobility Program was confirmed by Agency leadership and revision of program guidance was undertaken by Personnel. Final guidance is being issued early in FY 85.
3. Development of two English language courses to help non-native English-speaking employees improve their command of American English. "Mastering American English" is a course to improve writing skills and "English Language Skills" is a conversational course. These courses were offered to all employees, but aimed at meeting the needs of the newly-hired engineers from Puerto Rico. The conversational course will continue through early FY 85.
4. The establishment of an Office of Human Resources Management (OHRM) at EPA during FY 84 emphasizes the high priority of this issue within EPA. It marks the beginning

of on-going long range efforts to address the current deficiency in training and developmental opportunities for all employees. The Office is currently working on the formation of an Agency-wide Human Resources Council to strengthen communication and advise the Office in development of policies, strategies and programs for workforce development and management. The first major step was an Agencywide planning conference held early in FY 85. Several specific projects are just getting under way. The Office of Civil Rights will work closely with OHRM to assure that planning takes into account the special needs of women and minorities to assure their equitable participation in the training and development programs of the Agency.

Barrier E: LIMITED USE OF CREATIVE STAFFING TECHNIQUES

We were unable to formally address this barrier during the fiscal year, but through informal contacts, the OCR staff have provided suggestions and ideas on creative staffing techniques to agency managers and supervisors. In addition, we initiated several activities which we plan to continue and expand in FY 85:

1. Increased use of direct hire authorities for Engineers and Environmental Protection Specialists in light of recent recruitment successes at the University of Puerto Rico and in preparation for the FY 85 targeted recruitment for Black professionals in science and engineering.
2. Development and coordination of more extensive use of the cooperative education program.
3. Increased use of temporary direct hire appointments.
4. Increased use of Intergovernmental Personnel Act (IPA) exchanges in order to establish closer ties and recruitment efforts with predominantly minority institutions.
5. Increased use of the Junior Fellowship Program to bring minorities and women on board and to assist in developing their professional potential.

FY 85 ANNUAL UPDATE OF AFFIRMATIVE ACTION
PROGRAM FOR MINORITIES AND WOMEN

REPORT BY:

 P/R UNIT
 COMMAND
 X COMPONENT
 AGENCY

Name of Reporting
Agency, Command,
Component or P/R Unit:

Environmental Protection Agency

Responsible
Agency Official:

William D. Ruckelshaus, Administrator
(Name and Title)

401 M Street S.W. (A-100)

Washington, D.C. 20460
(Address)

382-4700

(Telephone Number - Commercial or FTS)

William D. Ruckelshaus

(Signature of the Responsible Official)

JAN 3 1985

(Date)

Number of Planning/Reporting Units (updates are X are not attached):

1

Number of Commands/Components (aggregate updates attached, if appropriate):

-

Number of vacancies projected for year of update by PATCO category:

P 589 A 345 T 74 C 304 O 3

Total 1315

NAME OF PREPARER OF REPORT

Cecelia F. Scott

TELEPHONE NUMBER

382-4564

SUMMARY SHEET

FY 85 HIRING GOALS BY PATCO

REPORT BY:

P/R UNIT

COMMAND

COMPONENT

AGENCY

OCCUPATIONAL CATEGORIES		TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL	PLANNED	338	254		179	54	45	18	18	11	10	1	2
ADMINISTRATIVE	PLANNED	161	100		56	34	24	21	14	5	5	1	1
TECHNICAL	PLANNED	24	9		1	10	3	3	4	2	0	0	1
CLERICAL	PLANNED	76	58		29	10	5	8	19	0	4	0	1
OTHER	PLANNED	4	2		0	1	2	1	0	0	0	0	0
TOTAL	PLANNED	603	423		265	109	79	51	55	18	19	2	5

SUMMARY SHEET

FY 8 INTERNAL MOVEMENT GOALS BY PATCO

REPORT BY:

P/R UNIT

COMMAND

COMPONENT

AGENCY

OCCUPATIONAL CATEGORIES	PLANNED #	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN/ ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL		49	46		42	2	4	1	0	0	0	0	0
ADMINISTRATIVE		101	83		47	13	32	4	2	1	1	0	1
TECHNICAL		29	22		7	6	12	1	3	0	0	0	0
CLERICAL		35	35		17	0	18	0	0	0	0	0	0
OTHER		0	0		0	0	0	0	0	0	0	0	0
TOTAL		214	186		113	21	66	6	5	1	1	0	1

PROJECTED BARRIER ELIMINATION

UPDATE BY:

____ P/R UNIT
____ COMMAND
____ COMPONENT
☒ AGENCY

1. Number of barriers to be addressed in plan year: 6
2. Describe each barrier, the occupations it tends to exclude people from, whom it tends to exclude, and how it will be addressed:

a. During FY85, we plan to resolve the four barriers which were partially eliminated
in FY84. In addition, we have identified two new barriers for FY85.

See attached pages.

b. _____

c. _____

A. LACK OF CLEARLY DEFINED RESPONSIBILITIES, OBJECTIVES AND ACCOUNTABILITY OF MANAGERS AND SUPERVISORS FOR AFFIRMATIVE ACTION.

ACTION TAKEN OR PROPOSED:

1. The Director of Civil Rights has issued a memorandum outlining the Office of Civil Rights Plan for FY 85 including objectives, activities and general resource requirements for support of Affirmative Action.
2. The specific responsibilities of managers and supervisors as well as those of EEO staff and Personnel will be included in a revised EEO Manual to be issued later in this year.
3. A comprehensive EEO training program for supervisors and managers will be implemented during FY 85, an expansion of the pilot EEO training conducted in FY 84.

B. LACK OF SUFFICIENT TRAINED STAFF IN EEO AND PERSONNEL TO FACILITATE EFFECTIVE RECRUITMENT

1. During FY 85 OCR will sponsor a follow-up affirmative action conference to train EEO and Personnel Staff.
2. OCR will conduct training activities for EEO Officers and other EPA personnel with responsibilities in EEO and Affirmative Action.
3. The OCR and PMD will cross-train EEO and Personnel staff in staffing and recruitment programs.

C. LACK OF TRAINING AND DEVELOPMENTAL OPPORTUNITIES FOR WOMEN AND MINORITIES TO ADVANCE WITHIN THE AGENCY a) UPWARD AND OUT OF CLERICAL SERIES AND b) UPWARD WITHIN PROFESSIONAL SCIENTIFIC AND TECHNICAL FIELDS

1. The OCR will follow through with the Office of Human Resource Management (OHRM) to ensure that OHRM includes the Professional Development Plan

in their FY 85 activities. This plan is intended to support effective employee career development related to EPA's environmental mission.

2. Personnel and OCR will work with program offices to develop creative on-the-job training through intern programs, rotational assignments, details, structured mentoring programs, etc., as well as formal course training at EPA, OPM, and elsewhere.

D. LIMITED USE OF CREATIVE STAFFING TECHNIQUES

ACTION TAKEN OR PROPOSED:

1. OCR and Personnel will conduct cross-training of their staffs, as needed, to update their knowledge and assure consistency in guidance to managers.
2. OCR will work with Personnel to develop information materials describing various staffing techniques for use by managers and supervisors in considering options for filling vacancies.
3. OCR EEO staff will work with Personnel to identify vacancies which can be filled with non-status applicants thereby opening additional employment opportunities for minorities and women.
4. Personnel will work with appropriate program staff to explore all staffing options, including restructuring of jobs, use of co-op students, etc., prior to publishing vacancy announcements.

E. INSUFFICIENT TIME ALLOTTED BY MANAGERS AND SUPERVISORS FOR COLLATERAL DUTY EEO PERSONNEL TO PERFORM EEO DUTIES

Over the past several years, the Special Emphasis Program (SEP) Managers in EPA have performed their collateral EEO duties with minimum guidance from Headquarters because of a shortage of resources at Headquarters. In addition, there are several SEP Manager positions which remain vacant throughout the Agency. Managers received more technical assistance and guidance from Headquarters, but many of them are still not able

to devote a specific amount of fixed time to collateral duty EEO responsibilities.

ACTION TAKEN OR PROPOSED:

1. Strong communications linkages in the SEP have been established. Collateral duty SEPM's are now receiving more frequent and comprehensive guidance and technical assistance from the National level.
2. We expanded the National SEP Managers at Headquarters to include a National Black Employment Program Manager.
3. We intend to finalize a memorandum of understanding between each SEP Manager and supervisor spelling out, in detail, the agreement in performing collateral EEO duties.
4. OCR officials will encourage establishment of SEP managers and programs where no programs currently exist.
5. National SEPM's will publish a general guidance document to aid field SEPM's in developing and conducting effective programs in each field location.
6. Yearly training meetings for each SEP group have been scheduled to provide training on analysis and documentation of issues, affirmative action responsibilities, work plans, budget development, and general public relations with agency officials in local and field installations, etc.

F. INABILITY TO REACH QUALIFIED NON-STATUS APPLICANTS

Blocked or closed Office of Personnel Management (OPM) registers prevent prospective applicants from getting onto registers and prevents EPA Officials from selecting and/or certifying applicants. This has an adverse impact on minority and female candidates if they are not currently employed by the Federal government.

ACTION TAKEN OR PROPOSED:

1. OCR will work with the Director of the Personnel Management Division to develop a written inquiry as to the status of OPM registers throughout the country.
2. OCR officials will prepare a request from EPA's top management official to OPM officials requesting that entry level professional and administrative registers be purged, updated, and opened for a specific period of time on a yearly basis. This allows for wider, more diverse applicant pools including minorities and women in the registers.
3. If OPM does not agree to purge and update these registers, OCR will encourage EPA officials to seek authority from OPM to develop our own special examining unit for scientists, biologists, and chemists.
4. EPA officials in each Region will also work closely with OPM officials in their Region to resolve our problem with blocked or closed registers.

**NARRATIVE STATEMENT - EPA AGENCYWIDE
1984 ACCOMPLISHMENT REPORT**

During FY 1984, EPA developed a comprehensive agencywide strategy in establishing and pursuing its Affirmative Action goals. This strategy represents an important change from the unit-by-unit approach followed in previous years. We sought to improve representation of women and minorities in our work-force agencywide by starting with the profile of the Agency as a whole and developing goals designed to improve agencywide representation of each underrepresented group in comparison with the national civilian labor force. We placed emphasis upon the Professional and Administrative categories of jobs since these were the areas in which the Agency had the greatest number of opportunities for hiring and also the poorest representation of women and minorities. Goals were assigned primarily on the basis of available opportunities for hiring, taking into account, but not exclusively reflecting, the relative levels of representation in particular Planning and Reporting (P/R) Units. For example, a Regional Office with large numbers of projected vacancies was assigned higher numbers to be targeted for affirmative action than a Region with fewer vacancies, even if its current status of representation of target groups might be better than the others. We did not reduce or redistribute goals originally set by P/R Units, but rather targeted additional slots for specific groups, as needed, to assist the Agency as a whole to show improvement in their percentage representation.

EPA achieved considerable success in meeting its 1984 goals; women and minorities comprised 47% of all permanent hires in the professional and administrative (P&A) categories. Furthermore 56% of the net gain in the P&A categories was comprised of women and minorities. The actual percentage of women and minorities in the Agency's P&A work force improved by 2.5 points. This is an excellent first step toward closing the 20 point gap between where the Agency started at the end of FY 83 and where it should be based on the national civilian labor force reported in the 1980 census. To reduce the remaining gap our 1985 plan continues affirmative action at EPA at a comparable level to 1984 while the Agency remains in a hiring mode.

EPA exhibited at numerous conferences during the past year and undertook targeted recruitment designed to reach qualified women and minorities for scientific and engineering positions. The highlight of this activity was a recruitment

effort in Puerto Rico where the Agency made job offers on the spot to over thirty Hispanic engineers, 23% of whom were women. This project has served as a model for 1985 initiative focusing on recruitment of Blacks as well as Hispanics.

The establishment of an automated Agencywide referral system provided a bank of applications for managers across the Agency. This system is still being refined and we anticipate greater use of it in 1985.

To assure accountability we developed an Affirmative Action Tracking Report as a mechanism for monitoring progress in improving representation of women and minorities in our workforce. This was issued bimonthly to top managers. At the close of the year, Agency components which did not meet their goals were required to submit the rationale for their shortfall to the Deputy Administrator. We plan to continue these measures for assuring accountability in 1985.

1985 UPDATE

In 1985 EPA will continue to build upon its 1984 Agencywide approach with focus on hiring opportunities in the Professional and Administrative (P&A) job categories. As a matter of Agency policy, each major Agency component was asked to target a minimum of 52% of its projected P&A vacancies for affirmative action. Each P/R Unit has thus developed goals at a level of 52% or better consistent with improving its own work force profile as well as improving representation of women and minorities in the Agency as a whole.

In addition to continuing last year's effort, EPA is undertaking four new initiatives in 1985:

1. The Upward Mobility Program has been revised and each Agency component has been asked to set aside positions for Upward Mobility slots, so that 1% of the Agency's total permanent positions are committed to the Upward Mobility Program.
2. Each Headquarters component has been asked to establish affirmative action goals in hiring temporary and term employees since these employees form a pool of applicants for later conversion to permanent status. They constitute about 12% of the Headquarters P&A workforce.

3. The agency is undertaking a major targeted recruitment effort focused upon the Historically Black Colleges and Universities to locate qualified Black candidates for scientific and engineering positions at EPA. This effort is modeled after the 1984 Puerto Rican recruitment activity.
4. We will be closely monitoring the hiring and promotion of women and minorities into the upper grade levels by tracking progress to encourage improved representation of women and minorities in Grades 13-15.

Goals have been established for some target groups where analysis of representation in a particular PATCO category indicates full representation. These goals have been set in specific job series and/or grade levels where the target group is in fact underrepresented. For example, while Black males are fully represented in the general "professional category" our plan includes goals for Black males in environmental engineering where they are severely underrepresented.

Explanatory Notes on Specific Forms

The distinction between "external hiring" and "internal movement" based on the Equal Employment Opportunity Commission (EEOC) definition continues to be problematic at EPA. We do not have the capability to differentiate between them in our current data systems. Further, the distinction based on EEOC's definition is not useful to EPA management in planning or in tracking progress. Form 508, Summary Sheet of Hiring Goal Accomplishments thus reflects hiring of persons from outside EPA but not necessarily from outside the Federal Government. Form 509, Summary Sheet of Internal Movement Goals Accomplishments, includes a mix of information, based primarily on movement within EPA and includes formal Upward Mobility Program achievements as well as promotional activity. At the Agency level the form shows promotions into grades 5, 9, 13, and SES, since this was the only data available showing significant upward movement.

In determining the underrepresentation indices (UI) for each target group included on Form 507, Summary Sheet of Distribution of EEO Groups and Underrepresentation Indices by PATCO and Pay Level, we frequently were required to use the undifferentiated CLF data. We have shown this by use of an asterisk wherever the UI is based on the CLF rather than the differentiated data.

Data for the end of FY 1983 shown on Forms 505 and 506, Change in Work Force EEO Profile by PATCO, and by Pay Level, has been changed from the previous Accomplishment Report submitted to EEOC. The changes reflect corrections in PATCO codes and the inclusion of some personnel actions taken prior to September 30, 1983 but not entered into the data system in time for the original submission.

STATEMENT OF ACCOUNTABILITY

EPA assures accountability in Affirmative Action through three principal means:

1. A new policy statement will be issued indicating continued commitment and expectations of the new Administrator regarding Affirmative Action and Equal Employment Opportunity.
2. The Deputy Administrator has directed that a standard on resource management incorporating performance in EEO responsibilities be included in every manager's and supervisor's performance agreement. Specific measures based on Affirmative Action commitments are being developed for individual managers and supervisors within the Agency's components.
3. The Office of Civil Rights has developed a tracking system and will issue reports quarterly on progress in meeting Affirmative Action goals. These will be based on information submitted by the individual Agency components matched with data from computer reports.

CERTIFICATION OF QUALIFICATIONS OF PRINCIPAL EEO OFFICIALS.

I certify that the qualifications of all officials, full-time and part-time, concerned with administration of the EEO Program, including the following:

**Director, Office of Civil Rights
Equal Employment Opportunity Officers
Federal Women's Program Managers
Hispanic Employment Program Managers
Black Employment Program Managers
EEO Counselors
Other EEO Staff Officials
both at Headquarters and Field Installations**

have been reviewed by competent authority and the incumbents of these positions meet the standard outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-260" or "Qualifications Guide for Collateral Assignments involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by EEOC officials.

I further certify that provisions of FPM Letter 713-36, Documenting EEO Collateral Duties in Official Position Descriptions have been met.

Date



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

OCT 5 1984

OFFICE OF
THE ADMINISTRATOR

MEMORANDUM

SUBJECT : EPA's Affirmative Action Plan for 1985

FROM : Alvin L. Alm *Alvin L. Alm*
Deputy Administrator

TO : Assistant Administrators
General Counsel
Inspector General
Regional Administrators
Staff Office Directors
Laboratory Directors

The primary objective of our 1984 Affirmative Action Plan (AAP) was to aggressively recruit and hire highly qualified women and minorities to improve their overall representation in our workforce. The Directors of Civil Rights and Personnel Management Division tell me that we will accomplish that objective. Let me express my sincere appreciation for your efforts. I will personally acknowledge those of you who met or exceeded your 1984 goals and, as I indicated in my August 20 memo, I will closely review the rationale for those of you who did not meet them.

I recognize that you are engaged in substantial hiring very early in the fiscal year. I expect you to be mindful of your responsibility in meeting your Affirmative Action commitments in recruiting and hiring from the start.

Based on this year's performance, we demonstrated our ability to locate and attract significant numbers of qualified women and minorities to the EPA workforce. As of September 5, the total number of new hires for 1984 was 975 of which 47% are women and minorities. This means that we met over 90% of the goal which we established -- a noteworthy achievement considering that the goals were not in place until the beginning of the second quarter, and we have been under restricted hiring authority for the past two months.

One of our major successes in 1984 was the targeted recruitment program conducted in Puerto Rico under Herb Barrack, Assistant Regional Administrator in Region II. Through his efforts we were able to make firm job offers to over thirty Hispanic engineers on the spot which led to improvement in the overall representation of Hispanics in our

workforce. In addition to continuing this recruitment effort in 1985, I have asked Mr. Barrack to initiate a targeted recruitment effort for Black engineers and scientists. Accordingly, I want each of you to designate a lead person, with authority to make personnel commitments for you, to work with Mr. Barrack and the Directors of Civil Rights and Personnel Management to implement this high priority effort. You should submit the name of your designee to Herb Barrack (FTS 264-2520) and Nat Scurry (FTS 382-4575) by the end of this month.

In addition to maintaining this strong focus on hiring in 1985, we will also concentrate on the following:

1. Increasing the Representation of Women and Minorities in the Higher Grades and in Management Positions.

Our employment profile shows that of the 11,315 permanent full-time and permanent part-time employees at EPA, approximately 41% are female and 19% are minorities (male and female). Women and minorities comprise 89% of all employees in grades GS 1-8 but only 22% at the GS/GM 13-SES levels, and very few are in management positions. For FY 1985, it is the goal of EPA to increase the representation of women and minorities in the upper grades and in managerial positions.

You may achieve this goal through promotion of qualified women and minorities already at EPA and through new hires. In your 1985 hiring you should ensure that women and minorities comprise at least the same share of those hired in grades 13 and above as in the over-all hires. In addition, we need to foster the development of talented women and minorities within our ranks. The new Office of Human Resources Management, under the direction of Kirke Harper, has responsibility and the staff expertise to provide you assistance in developing EPA's human resources.

2. Reinstituting an Agencywide Upward Mobility Program

A long term means of increasing the number of women and minorities in mid and upper level positions is through the Upward Mobility Program. Through Upward Mobility, EPA can take advantage of the skills and knowledge of employees now confined to low grade positions who have potential to assume more challenging responsibilities in new career fields. The Personnel Management Division (PMD) will manage and issue updated guidance on this program by mid-November. Meanwhile, you should begin to identify Upward Mobility positions and training as part of your FY 1985 planning process. I would expect each AAShip, Regional Office, Laboratory and Staff Office to set aside 1% of its positions for this purpose.

3. Applying Affirmative Action in Hiring Temporary and Term Employees

The Affirmative Action Plan (AAP), required by the Equal Employment Opportunity Commission, covers only permanent full-time and permanent part-time employees. However, a significant number of EPA employees (about 2,200) have temporary or term appointments. EPA will, as a matter of policy, apply the same affirmative action principles to persons hired on such appointments. There are two reasons. First, temporary and term employees, because of their hands-on experience at the Agency, comprise an important pool from which we often select candidates for permanent employment. Second, women and minorities on temporary and term appointments are clustered in the lowest grades to an even greater extent than those in permanent positions. At Headquarters, where over 12% of our professional and administrative (P & A) workforce are temporary or term employees, specific goals will be established in this area by each office.

4. Maintaining Affirmative Action Progress in the Event of Changing Hiring Projections

Affirmative Action hiring goals are based on projected vacancies for the entire year (new positions and positions arising from attrition). The goals are defined in terms of filling a percentage of those vacancies with women and minorities -- a percentage based on the composition of the civilian labor force. I have determined that the percentages used in establishing goals for the Plan will be held constant, whether the actual number of projected vacancies decreases or increases.

5. Emphasizing Managerial Accountability

As was the case last year, EPA will aim to fill no less than 52% of all vacancies in P&A job categories with women and minorities. All senior managers will be held accountable for EEO/Affirmative Action results in their organization. In addition to monitoring your progress in meeting the 52% hiring goals, I will also monitor progress in increasing upward mobility participation based on the goals which you, working with PMD, will set for your organizations. In an effort to reach our equal employment opportunity (EEO) goals, I am requiring that the EEO/Affirmative Action responsibilities, including progress in meeting assigned goals, be specifically addressed as a performance standard for each agency manager and supervisor.

I would like you to work with the Office of Civil Rights (OCR) to produce and implement a 1985 Plan which is consistent with the policy directives I have outlined above. While OCR is responsible for pulling together the final Agency product, I expect that the 1985 plan, more than ever, will be truly a collaborative effort. OCR will soon be sending you implementing guidance for preparation of the FY 85 AAP. I appreciate your cooperation in planning and carrying out an effective Affirmative Action Program at EPA.



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
Washington, D.C. 20460

OFFICE OF
CIVIL RIGHTS

OCT 4 1984

MEMORANDUM

SUBJECT: Development of 1985 Affirmative Action Plan

FROM : Nathaniel Scurry, Director *N. Scurry*
Office of Civil Rights

TO : Assistant Administrators
General Counsel
Inspector General
Regional Administrators
Staff Office Directors
Laboratory Directors

You will shortly receive the Deputy Administrator's memorandum of October 4 establishing EPA's policy regarding our Affirmative Action Plan (AAP) for 1985. You will note that its content is essentially unchanged from the draft sent out for your comment in August, and confirms both the direction and level of effort we began in 1984. This memo provides you with the schedule for implementing Mr. Alm's policy guidance in development of our 1985 AAP.

As you know EPA is required to submit its AAP to the Equal Employment Opportunity Commission (EEOC) by December 31, 1984 for review and approval. Last year EEOC granted EPA a three-month extension to submit our AAP, but has indicated that it expects our AAP on time this year.

In order to meet that deadline while focusing on the substantive portion of the AAP, i.e. working to achieve our goal through early hiring this fall, we will develop our AAP by first determining our specific goals and then developing the complete plans with all the documents required by EEOC. We will conduct this two-stage operation in adherence to the attached timetable.

To assist you in development of your affirmative action goals and plans we are providing detailed guidance as well as comprehensive workforce data reports to key staff in your office. At Headquarters, my staff met with the Administrative Management Council on October 4th to brief representatives of each Headquarters office on steps necessary to develop the goals and the subsequent Headquarters Plan whose

preparation will be coordinated by the Office of Civil Rights. For the field my staff is sending specific instructions to the Regional Directors of Civil Rights and Regional and Area EEO Officers for development of the AAP and completion of the documents required for submission to the EEOC. In addition, Special Emphasis Program Managers can be a useful resource in developing goals and overall plans, as well as in recruiting qualified minorities and women for available positions.

With this assistance I think you will be able to meet the deadlines. While they are tight, I am sure you can appreciate that they are essential to submission of our AAP to EEOC by December 31.

Please contact me or Cecelia Scott, Team Leader for Affirmative Action and Special Emphasis Programs, at FTS 382-4564 if you have questions or need further information. Thank you for your cooperation in developing and carrying out an effective affirmative action program at EPA.

Attachment⁴

Schedule for Developing 1985 Affirmative Action Plan.

cc: Deputy Administrator

SCHEDULE FOR DEVELOPMENT OF 1985 AFFIRMATIVE ACTION PLAN (AAP)

<u>DATE</u>	<u>PROJECT</u>	<u>WHO IS RESPONSIBLE</u>
October 19	Dissemination of workforce data reports to Headquarters Offices, Regions, and Labs	Information Services Division and OCR
October 22	* Submission of projected vacancies and proposed affirmative action goals to Office of Civil Rights (OCR)	Assistant Administrators General Counsel Inspector General Regional Administrators Staff Office Directors Laboratory Directors (with copy to Area EEO Officers)
October 25	Initial Progress Report to Deputy Administrator (DA)	OCR
	* Submission of report to DA with rationale for failure to meet FY 84 goals	Regions, Labs, and Headquarters Offices that did not meet percentage goals in 1984
November 1	Recommendation on distribution of goals to Headquarters Offices, Regions and Labs	OCR
	Progress Report to DA	OCR
November 8	* Submission of final goals to OCR	Assistant Administrators General Counsel Inspector General Staff Office Directors
	Progress Report to DA	OCR
November 15	* Submission of complete AAP to OCR	Regional Administrators Area EEO Officers
	Completion of Headquarters AAP	OCR
November 21	Briefing on AAP progress and outstanding issues for DA	OCR
November 21-30	Resolution of outstanding issues	OCR/appropriate senior managers, DA as necessary
November 30	Progress Report to DA	OCR
December 7	Final Progress Report to DA	OCR
	Progress Update to Headquarters Offices, Regions, and Labs	OCR
	Submission of recommendations on individual AAPs to Regions and Labs	OCR
December 14	Submission of Agency and Headquarters AAPs to Administrator/DA	OCR
December 31	* Submission of all AAPs to EEOC following notice of approval by Administrator	Regional Administrators Area EEO Officers OCR

* Documents requiring signature



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
Washington, D.C. 20460

OFFICE OF
CIVIL RIGHTS

OCT 5 1984

MEMORANDUM

SUBJECT: Guidance and Instructions for Development of
Affirmative Action Plans

FROM : Cecelia Scott *Cecelia Scott*
Team Leader for Affirmative Action and Special Emphasis
Programs
• Office of Civil Rights

TO : Regional Directors of Civil Rights
Area EEO Officers

This memo provides specific guidance and instructions for developing our Affirmative Action Plan (AAP), based on EPA's 1985 affirmative action policy established by the Deputy Administrator and the implementation schedule outlined by the Director of Civil Rights in his October 4 memo. It includes some general information on preparation of our plans as well as specific instructions for completing the forms required for submission to the Equal Employment Opportunity Commission (EEOC). In addition I have attached several items to assist you in developing your AAP and in briefing managers on our objectives for the 1985 affirmative action program.

General Information

We will develop our AAP in two stages: 1) Development of goals and 2) Development of AAP documents for EEOC. Two dates are critical for submission of documents to the Office of Civil Rights (OCR) in order to ensure timely development of both Agency-wide and individual component plans:

- October 22 - Submission of projected vacancies and proposed affirmative action goals
- November 15 - Submission of complete AAP for each location as required by EEOC Management Directive 707A

Please let us know whom you designate as the lead person to coordinate the development of your AAP and to act as liaison with OCR.

The Special Emphasis Program Managers have an important role to play in advising managers, developing goals and identifying barriers, as well as in outreach and recruitment to help managers locate qualified minorities and women to meet AAP objectives. They, as well as Program Managers, Personnel and other EEO staff should be actively involved in the entire development and implementation of the AAP.

Development of Goals

Early agreement on our goals is essential to assure appropriate focus in our recruitment and hiring activities early this fiscal year. You should submit EEOC forms 512 and 513 for this purpose by October 22, listing: a) the total number of projected vacancies in each PATCO category under "PLANNED #", b) the total number of proposed affirmative action goals under "TOTAL" - "ALL", and c) the appropriate distribution of goals under the specific target group headings. Form 512 is used to show hiring goals; Form 513 should be used to show internal movement goals such as anticipated promotion actions. Projected vacancies and goals from these two forms combine to represent the overall proposed affirmative action commitment of your Region or location. OCR will review your proposed goals to ensure consistency with Agency policy and with overall objectives to improve representation for each underrepresented target group. We will notify you of our recommendation by November 1.

Development of AAP Documents

Since the Accomplishment Report portion of the AAP and part of the Update can be developed independently of the goals, preparation of the workforce analysis can begin as soon as you receive the new Civil Rights computer reports with September 29 data. My memo of October 2, 1984 describes these more fully. I have also referenced below the appropriate data reports which may be used to complete each EEOC Form in the Accomplishment Report.

For purposes of MD 707A, Headquarters, each Regional Office and each composite of laboratories serviced by an Area EEO Office will be considered a Planning/Reporting (P/R) Unit. Certain modifications may be made in reports submitted by the Area EEO Offices in order to reflect the diverse locations of the small laboratories, pending agreement with Headquarters OCR.

By November 15, 1984 each P/R Unit will submit its completed report and update incorporating goals agreed upon with OCR to the Director of OCR at Headquarters for clearance prior to submitting it to the appropriate field office of EEOC. At Headquarters the reports and updates will be aggregated into an Agencywide AAP to be submitted for approval to the Administrator. All reports and updates are due at EEOC December 31, 1984.

As required by EEOC, EPA as an Agency and each P/R Unit will report data on all permanent employees, both full-time (PFT) and part-time (PPT). The Civil Rights computer reports in the SAS system have been revised, and now include a "PER" report which combines full-time and part-time employees. This should facilitate completion of the EEOC forms.

The EEOC forms listed below will be used by EPA P/R Units to complete MD 707A. No other forms may be used to supply the information requested without prior approval from OCR. Any substitute forms, including ADP forms, must conform both in content and layout to the EEOC forms.

Accomplishment Reports

Form 504 - Accomplishment Report Cover Sheet (CRO2PER 4)

Forms 505 and 505A - Change in Work Force EEO Profile by PATCO and for Occupational Series of 100 or more (CRO4PER4)

Forms 506, pages 1-3 - Change in Work Force EEO Profile by Pay Level (CRO2PER4)

Forms 507 and 507A - Distribution of EEO Groups and Underrepresentation Indices by PATCO and Pay Level (CRO4PER4)

Forms 508 and 508A - Hiring Goal Accomplishments by PATCO and for Occupational Series of 100 or more (CRO4PER4, EEO 50 & 51)

Forms 509 and 509A - Internal Movement Goal Accomplishments by PATCO and for Occupational Series of 100 or more (CRO4PER4, EEO 50 & 51)

Form 510 - Barrier Elimination

NOTES:

- 1) Underrepresentation Indices for Forms 507 and 507A will be based on census data in the revised Appendix B for each specific PATCO category.
- 2) To the extent practicable, please use both forms 508 and 509 distinguishing between "HIRING" and "INTERNAL MOVEMENT". If this is not possible, please provide an explanation on the forms.

- 3) "A" Forms are to be used only by P/R Units having one hundred or more persons in a single occupational series. When an "A" form is used its totals are included on the summary PATCO form.

Updates

Form 511 - Update Cover Sheet

Forms 512 and 512A - Hiring Goals by PATCO and for Occupational Series of 100 or more

Form 513 and 513A - Internal Movement Goals by PATCO and for Occupational Series of 100 or more

Form 514 - Projected Barrier Elimination

NOTES:

- 1) P/R Units should estimate which portion of targeted vacancies will be filled through external hire and which through internal movement and distribute the goals accordingly between Forms 512 and 513.
- 2) Barriers in various series or PATCO categories should be addressed on Form 514 whether or not vacancies are projected in them.

In addition to the EEOC Forms, a narrative statement should be attached to describe relevant activities in the Affirmative Action Program that are not reported elsewhere or in your view require more explanation than is possible in the forms provided.

A statement of certification of the qualifications of all EEO Officials must be attached. A format to be used for this purpose is attached.

Please contact me (FTS 382-4564) with any questions regarding these instructions, those included in MD 707A or any other matter relevant to completion the required reports. Thank you for your cooperation and assistance.

Attachments:

- 1) Policy Memorandum on 1985 AAP (Alm)
- 2) Memorandum on Development of 1985 AAP (Scurry)
- 3) EEOC Forms 512 and 513 for use in submission of proposed goals to OCR
- 4) Appendix B (Revised) - Interpretation and Instructions
- Pertinent Census Data for use in Preparing AAP
- 5) Affirmative Action Tracking Report - Summary and EEO Computer Reports 50 and 51
- 6) Charts showing 1984 accomplishments and 1985 objectives
- 7) MD 707A - Instructions for Preparing Affirmative Action Accomplishment Reports & Updates for Minorities & Women
- 8) Set of EEOC forms for MD 707A
- 9) Certification of Qualifications of Principal EEO Officials



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

Washington, D.C. 20460

OFFICE OF
CIVIL RIGHTS

NOV 21 1984

MEMORANDUM

SUBJECT: Affirmative Action Goals for FY 1985

FROM: Nathaniel Scurry, Director
Office of Civil Rights (A-105) *Na Scurry*

TO: Charles R. Jeter, Regional Administrator
EPA - Region IV

We have reviewed the affirmative action goals proposed by your Region and have approved them as appropriate for your location and consistent with Agency policy. I have attached a copy of Forms 512 and 513 confirming the goals. Your Region should now complete preparation of the Affirmative Action Plan documents (Accomplishment Report for FY 1984 and Update for FY 1985) and submit them to this office as soon as possible so that we can review them prior to submission to the Equal Employment Opportunity Commission (EEOC).

As I indicated earlier, EEOC expects our Plans on time this year. You will note from the attached memos, that EEOC has already notified us that they will be continuing their on-site reviews of our programs across the Agency. We want to have our Plans in place throughout EPA in order to document our accomplishments in 1984 and to highlight actions to meet our 1985 objectives.

While the goals which we submit to EEOC do not focus on specific grade levels, either in hiring or in internal movement, we expect that your Region will plan appropriate actions to improve the representation of women and minorities at the upper grade levels and in management positions. By separate memo we will be asking you to report to us concerning your plans and strategy to accomplish this objective, through workforce development and use of the Upward Mobility Program. We will be reviewing these with the Office of Human Resources Management and the Personnel Management Division who have primary responsibility in these areas to ensure that the policy established in the Deputy Administrator's memo of October 5, 1984 is implemented throughout EPA.

Please note that an explanation in footnote or narrative should be included in your Plan for any goals set where the analysis on Form 507 suggests that full representation already exists, e.g. targeting engineering vacancies for Black males where they are underrepresented although they may be fully represented in the professional category as a whole.

While your actual hiring projections for technical and clerical staff may include target group members such as White and/or Black females, you should not include Affirmative Action goals for these groups in the Plan to be submitted to EEOC unless these particular groups are in fact underrepresented in your workforce. You may wish to reconsider the need to target minority males for certain clerical and technical positions since in most cases their underrepresentation is not based on discrimination but preference. In the latter case, you are not required to set goals in these categories.

I look forward to working with you in carrying out our affirmative action commitment to improving the representation of women and minorities at all levels of EPA's workforce.

Attachments: Forms 512 and 513
Memo to EEOC, November 16, 1984
Memo to EPA, November 2, 1984

cc: Regional Director of Civil Rights
Regional EEO Officer

**ENVIRONMENTAL PROTECTION AGENCY
PLANNING AND REPORTING UNITS**

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Washington, D.C. 20460
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Boston, MA 02203
FTS: 8-223-7210**

Region II

**26 Federal Plaza
Room 900
New York, NY 10278
FTS: 8-264-2525**

Region III

**Curtis Building
6th and Walnut Street
Philadelphia, PA 19106
FTS: 8-597-9800**

Region IV

**345 Courtland Street, N.E.
Atlanta, GA 30365
FTS: 8-257-4727**

Region V

**230 South Dearborn Street
Chicago, IL 60604
FTS: 8-353-2000**

EEOC OFFICE

Headquarters

New England

Eastern

Mid-Atlantic

Southeast

Great Lakes

Region VI

Southwest

1201 Elm Street
Dallas, TX 75270
PTS: 8-729-2600

Region VII

Mid Continent

324 East 11th Street
Kansas City, MO 64106
PTS: 8-758-5493

Region VIII

Rocky Mountain

1860 Lincoln Street
Denver, CO 80295
PTS: 8-327-3895

Region IX

Western

215 Fremont Street
San Francisco, CA 94105
PTS: 8-454-8153

Region X

Northwest

1200 Sixth Avenue
Seattle, WA 98101
PTS: 8-399-5810

Cincinnati Area EEO Office

Great Lakes

26 West St. Clair Street
Cincinnati, OH 45268
PTS: 8-684-7940
(Serves Laboratories at
Cincinnati, OH and Ann Arbor, MI)

Las Vegas Area EEO Office

Western

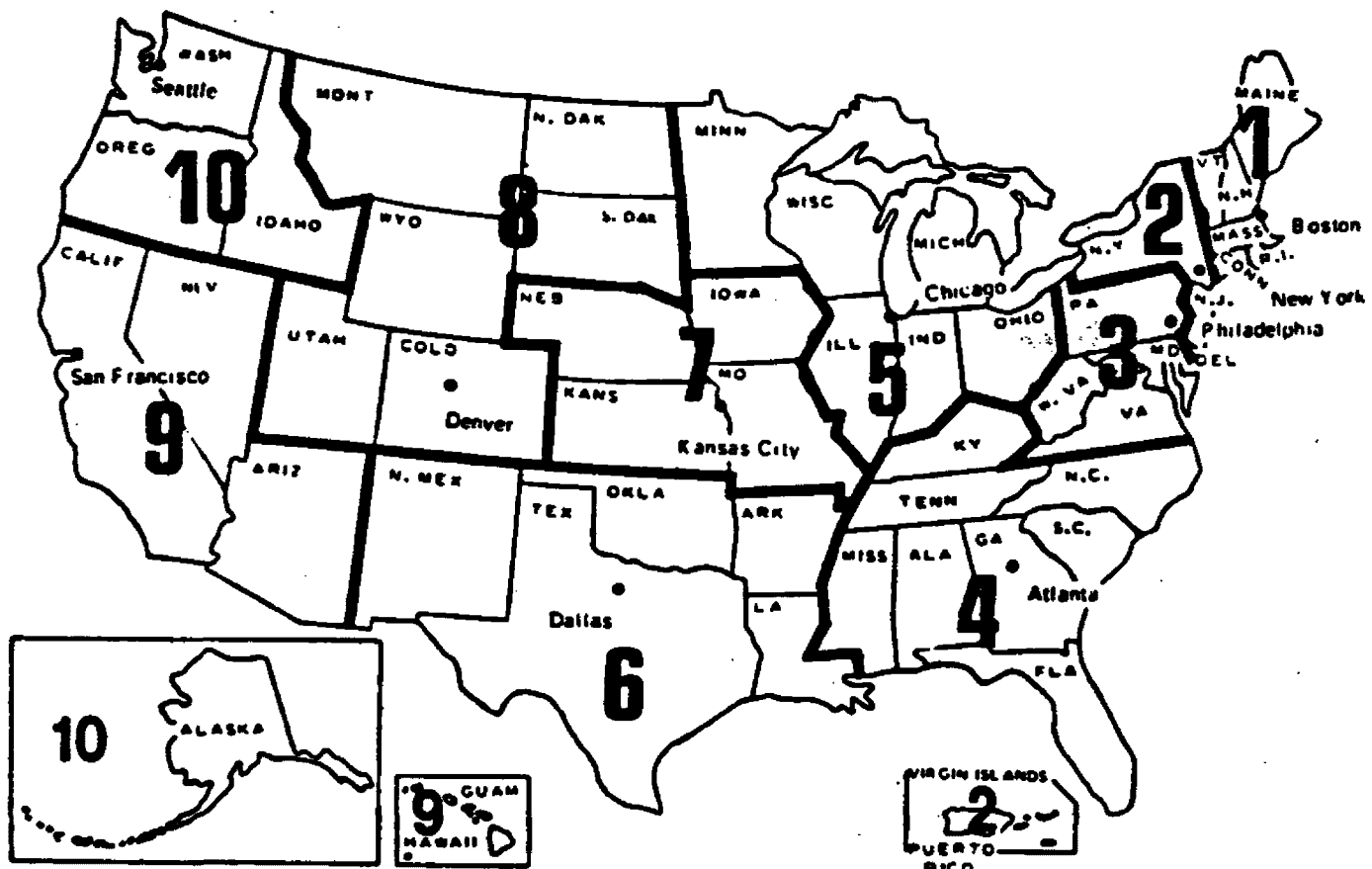
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Duluth, MN; Gulf Breeze, FL;
Las Vegas, NV; Narragansett, RI;
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