

091101



1979

EEO

Affirmative Action plan

UNITED STATES GENERAL ACCOUNTING OFFICE

722 831



COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

27 DEC 1978

Dear Employee:

As you know, I have been strongly committed to a policy of providing equal opportunity in employment for all qualified persons. This affirmative action plan is aimed at achieving that policy objective, but I need your help.

The ultimate goal of an equal employment opportunity program is that the program work itself out of business--that individuals truly have an equal chance to achieve their personal career goals, and that the principles of equal opportunity become second nature to us from a personal and an organizational standpoint. As our understanding of discrimination has matured, other groups historically denied an equal chance for employment have been included within the scope of the equal opportunity program. Now, in addition to dealing with problems of race and sex discrimination, the program also includes eliminating discrimination caused by the ethnicity, physical or mental handicap, age or marital status of an individual. However, this expansion of scope must not result in a dilution of effort in any area. We must never lose sight of our early commitment to affirmative action and the goal of eliminating all non-merit factors from employment consideration.

It is also important that we ensure the harmonious assimilation and equitable advancement of those we recruit in pursuit of our equal employment objectives. As with so much in equal employment, this requires organizational planning and individual acceptance.

Progress has been made. All levels of management have become more sensitive to the problems created by individual and systemic discriminatory behavior. However, more needs to be done to identify and eliminate discriminatory practices. I urge you to take the time to read and think about this year's plan. It gives us organizational guidance in where we hope to go during the coming year, but it is up to you to translate that guidance into reality within your own individual work area.

Sincerely,

A handwritten signature in black ink that reads "James B. Strotz".

Comptroller General
of the United States

Equal Employment Opportunity Plan
Fiscal Year 1979

U.S. General Accounting Office

441 G Street, N.W., Washington, D.C. 20548

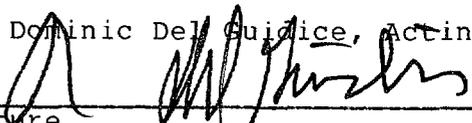
Number of Employees Covered by this Plan 5544

Elmer B. Staats, Comptroller General


Signature

October 12, 1978
Date

Dominic Del Guidice, Acting EEO Director


Signature

OCT. 12, 1978
Date

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A. Introduction

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a. EEO Policy

United States
General Accounting Office
Operations Manual

ORDER

0780.1

EQUAL OPPORTUNITY

Initiated by: Office of Personnel
Development and
Services

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Order

0780.1

SUBJECT: EQUAL OPPORTUNITY

October 5, 1977

CHAPTER 1. INTRODUCTION

1. PURPOSE AND SCOPE. This order sets forth:

a. The regulations which establish a program in the U.S. General Accounting Office (the Office) to provide equal opportunity in employment and personnel operations.

b. Procedures by which persons or third parties may pursue complaints of discrimination both within the Office and through appeals to the U.S. Civil Service Commission (CSC).

c. The right of such persons or parties to file a civil action in an appropriate U.S. District Court.

2. APPLICABILITY. This order applies to all employees of the General Accounting Office.

*3. SUPERSESSION. This order supersedes GAO Order 0780.1, Equal Opportunity, June 18, 1976.

4. REFERENCES.

a. Chapter 713, Federal Personnel Manual.

b. Part 713, book III, FPM Supplement 990-1.

c. GAO Order 0846.1, Procedures for the Disposition of Grievances and Appeals from Adverse Actions.

5. POLICY. It is the policy of the U.S. Government to provide equal opportunity in Federal employment for all qualified persons, to prohibit discrimination in employment, and to promote equal employment opportunity through agency programs.

* Note: Asterisks have been used to identify changes or additions to the order.

Distribution: C, N, R, and S Initiated by: Office of Personnel
Development and
Services

CHAPTER 2. EQUAL OPPORTUNITY WITHOUT REGARD TO
RACE, COLOR, RELIGION, SEX, OR NATIONAL ORIGIN

SECTION 1. SCOPE AND PROGRAM

1. SCOPE. This chapter sets forth the regulations which establish in the U.S. General Accounting Office a program to provide equal opportunity in employment and personnel operations without regard to race, color, religion, sex, or national origin. These five bases of discrimination are hereafter implicit through chapter 2.

2. EQUAL EMPLOYMENT OPPORTUNITY PROGRAM. The Office's Equal Opportunity Program (EEO Program) is the vehicle for carrying out the policy set forth in chapter 1, paragraph 5. Under the terms of this EEO Program, the Office shall:

a. Provide sufficient resources to administer the EEO Program and to assure that the officials responsible for carrying it out meet the qualification requirements established by CSC;

b. Eradicate prejudice and discrimination from the Office's personnel policies and practices and working conditions, and take disciplinary action against employees who engage in discriminatory practices;

c. Assure that all qualified persons are considered for and given equal opportunity for appointment;

d. Assure that equal opportunity is afforded all employees for promotion and reassignment;

e. Assure that equal opportunity is given to all employees to participate in all organizational units, occupations, and levels of responsibility in the Office;

f. Utilize the present skills of employees by all means including job redesign where practical;

g. Provide opportunities for employees to increase their skills through diverse assignments, on-the-job training, work-study programs, and other training measures so that they may perform at their highest potential and advance in accordance with their abilities;

h. Assure that dealings with employees and applicants for employment are conducted in a manner that reflects application and enforcement of the policy of equal opportunity;

i. Communicate the Office's policy and the EEO Program and its employment needs to all sources of job candidates and seek recruiting assistance from such sources on a continuing basis;

j. Participate at the community level with other employers, with schools and universities, and with other public and private groups to improve employment opportunities and community conditions that affect employability;

K. Review, evaluate, and control managerial and supervisory performance to assure application and enforcement of the policy of equal opportunity, and provide orientation, training, and advice to managers and supervisors to assure their understanding and implementation of the equal employment policy and the EEO Program;

l. Provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in promoting Equal Employment Opportunity;

m. Inform all employees and labor and other employee organizations of the policy and the EEO Program and enlist their cooperation;

n. Provide for (1) counseling of employees and applicants who believe that they have been discriminated against and (2) for resolving the issues raised;

o. Provide for prompt and impartial consideration and disposition of complaints of discrimination; and

p. Establish a system for periodically evaluating the effectiveness of the overall equal employment opportunity effort.

SECTION 2. RESPONSIBILITIES

3. DIRECTOR OF EQUAL EMPLOYMENT OPPORTUNITY. The Director of Equal Employment Opportunity (EEO) shall be the personal representative of and directly responsible to the Comptrol-

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ler General in providing overall leadership and policy direction for the EEO Program. Consistent with the rules and regulations of CSC, the Director of EEO shall:

a. Advise the Comptroller General and other officials of the Office on the preparation of national and regional affirmative action plans, procedures, regulations, reports, and other matters pertaining to the EEO Program, as well as, on the development of plans, procedures, and regulations necessary to carry out the objectives established by this chapter;

b. Evaluate, periodically, the sufficiency of the EEO Program and report thereon to the Comptroller General with recommendations for improvement or corrective action with respect to managerial or supervisory employees who have failed in their responsibilities;

c. Appraise, at regular intervals, personnel management operations to assure their conformity with the EEO Program;

d. Make changes, in programs and procedures, designed to eliminate discriminatory practices and improve the EEO Program;

e. Provide for the counseling of any aggrieved employee or applicant who believes that he or she has been discriminated against;

f. Provide for the receipt, consideration, and investigation of individual complaints of discrimination in personnel matters within the agency;

* g. Provide for the acceptance and processing and/or rejection of Class Complaints;

h. When authorized by the Comptroller General, make the decision (under section 713.221 of part 713, book III, FPM Supplement 990-1) on complaints of discrimination and order such corrective measures as he may consider necessary;

i. When not authorized to make the decision for the Comptroller General, review, at his discretion, the record on any complaints before decision is made under section 713.221 of part 713, book III, FPM Supplement 990-1, and make such recommendations to the Comptroller General as he deems necessary;

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j. Maintain liaison with heads of divisions and offices to further the EEO Program in hiring, promoting, reassigning, training, and developing qualified staff and in eradicating prejudice or discrimination in personnel management;

k. Designate as many EEO Officers, EEO Counselors, Federal Women's Program Coordinators, Hispanic Employment Program Coordinators, and other persons as may be necessary to carry out the EEO Program and the functions described in this chapter;

l. Publicize to all employees and post permanently on official bulletin boards--

(1) The names and addresses of the Director of EEO, the EEO Monitor, the Federal Women's Program Coordinator, and the appropriate EEO Officers,

(2) The names, photographs, telephone numbers, and addresses of EEO Counselors, their availability for counseling, and the requirement that an employee or applicant must consult a counselor about his or her allegation of discrimination before a complaint may be filed, and

(3) The time limits for contacting an EEO Counselor;

m. Report to CSC information concerning precomplaint counseling and the status and disposition of complaints under this chapter whenever and however CSC prescribes (see chapter 713, appendix C of the Federal Personnel Manual); and

n. If a complainant requests a hearing in connection with his or her complaint of discrimination, request CSC to appoint a Complaints Examiner to conduct the hearing and, in the request, inform CSC of the name, title, address (including Zip code) and telephone number (including area code) of the management representative, designated under chapter 2, paragraph 4m of this order.

*4. DIRECTOR, OFFICE OF PERSONNEL DEVELOPMENT AND SERVICES (OPDS). The *Director, OPDS shall:

a. Consistent with CSC regulations, develop programs and procedures to carry out the EEO Program with respect to personnel management and administration;

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b. Provide assistance and staff support to the Director of EEO in evaluating the EEO Program and in resolving complaints;

c. In cooperation with other heads of divisions and offices, appraise job structure and employment practices and adopt recruiting, training, job design, and other measures needed to assure equal opportunity for all to participate in all organizational units, occupations, and levels of responsibility in the Office;

d. Communicate the equal employment policy and the EEO Program of the Office and its employment needs to all sources of qualified applicants and seek recruiting assistance from such sources on a continuing basis;

e. With other heads of divisions and offices, participate at the community level with other employers, with schools and universities, and with other public and private groups to improve employment opportunities and community conditions that affect employability;

f. Inform all employees and labor and other employee organizations of the policy and the EEO Program and enlist their cooperation and make this order available to employees upon request;

g. Develop and apply realistic qualification requirements and evaluation procedures for applicants;

h. Review employment patterns to identify hiring and promoting practices which hinder equal employment opportunity, and initiate corrective action;

i. In cooperation with other heads of divisions and offices, recruit in such a manner as to promote equal employment opportunity;

j. Conduct professional, technical, and clerical recruiting on a full-community basis in such a way as to assure equal employment opportunity;

k. Design and plan recruiting publicity, such as brochures and recruiting announcements, in a manner that assures all applicants that they will be given equal opportunity for employment;

l. Report to CSC on employment by race, sex, and national origin whenever and however CSC may require;

m. If a hearing is held in connection with a complaint of discrimination, designate a management representative after consultation with the head of the division or office most concerned. The management representatives shall have the right to be present throughout the hearing and shall present such evidence as he or she deems necessary by means of documents, affidavits, and testimony of witnesses. The complaint file (see section 713.222 of part 713, book III, FPM Supplement 990-1) shall not contain any document that has been made available to the management representative.

*5. HEADS OF DIVISIONS AND OFFICES/EEO OFFICERS. All heads of divisions and offices shall serve as EEO Officers. They are directly responsible to the Comptroller General for carrying out, within their areas of jurisdiction, the policy, the EEO Program, and procedures provided by this chapter. In cooperation with the Director of EEO, they shall:

a. Eradicate prejudice and discrimination in the application of personnel policies and practices, and in working conditions;

b. Review and control managerial and supervisory performance to assure application and enforcement of equal employment opportunity;

c. Identify and analyze problem areas and establish programs, with goals and target dates, which overcome obstacles that impede equal opportunity;

d. Review the assignment of work facilities, personnel, and duties to identify and eliminate segregated situations;

e. Make reasonable accommodations to the religious needs of applicants and employees, including those who observe the Sabbath on other than Sunday, when those accommodations can be made without undue hardship on the agency;

f. Assist in efforts to adjust complaints of discrimination on an informal basis; and

g. Receive complaints of discrimination.

6. EEO COUNSELORS. EEO Counselors shall establish channels through which employees may raise questions and discuss grievances and problems connected with equal employment op-

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portunity. For more information on the responsibilities of EEO Counselors, see section 713.213 of part 713, book III, FPM Supplement 990-1.

7. INVESTIGATORS. The duties and responsibilities of investigators are described in section 713.216 of part 713, book III, FPM Supplement 990-1.

8. EEO MONITOR. The EEO Monitor shall assist the Director of EEO by:

a. Developing goals, action plans, and policies in connection with the EEO Program;

b. Evaluating the overall adequacy of the program including reviewing the progress made in each area of the national action plan and securing followup action as necessary;

c. Serving as principal coordinator of the program; and

d. Securing an integrated, office-wide participatory approach in developing and implementing action plans.

9. FEDERAL WOMEN'S PROGRAM COORDINATOR. The Federal Women's Program Coordinator shall:

a. Serve as advisor to the Comptroller General, the Director of EEO, other EEO Program Officers and related organizations on matters affecting the interests of women employees;

b. Recommend action by the Comptroller General as necessary to eliminate all forms of sex discrimination and follow up on such recommendations to determine that corrective action is taken;

c. Develop affirmative plans for improving the status of women in the Office;

d. Represent the Office in maintaining liaison with the Federal Women's Program, CSC, educational institutions, voluntary organizations and other groups concerned with matters of interest to women; and

e. Receive complaints of discrimination.

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SECTION 3. REGULATIONS FOR PROCESSING
COMPLAINTS OF DISCRIMINATION

- *10. PROCESSING INDIVIDUAL COMPLAINTS. For the purposes of this section (Regulations for Processing Complaints of Discrimination), sections 713.211 through 713.283, consecutively, of part 713, book III, FPM Supplement 990-1 are hereby adopted by and made applicable to the Office.
- *11. PROCESSING CLASS COMPLAINTS. For the purpose of class complaints, * subpart F of part 713, book III, FPM Supplement 990-1 is hereby adopted * and made applicable to the office.

SECTION 4. MINORITY GROUP STATISTICS SYSTEM

12. STATISTICS SYSTEM. For the purposes of this section (Minority Group Statistics System), subpart C of part 713, book III, FPM Supplement 990-1 is hereby adopted by and made applicable to the Office.

1/Page 11 has been omitted.

CHAPTER 3. EQUAL OPPORTUNITY WITHOUT REGARD TO
POLITICS, MARITAL STATUS, PHYSICAL HANDICAP, OR AGE

1. EQUAL OPPORTUNITY WITHOUT REGARD TO POLITICS, MARITAL STATUS, OR PHYSICAL HANDICAP. For the purposes of equal opportunity without regard to politics, marital status, or physical handicap, section 713.401 of part 713, book III, FPM Supplement 990-1 is hereby adopted by and made applicable to the Office.

2. EQUAL OPPORTUNITY WITHOUT REGARD TO AGE. For the purpose of equal opportunity without regard to age, subpart E of part 713, book III, FPM Supplement 990-1, is hereby adopted by and made applicable to the Office.

3. ADMINISTRATIVE REMEDIES.

a. Complaints from Employees. Any aggrieved employee who alleges discrimination because of politics, marital status, or physical handicap, may file a complaint through the procedures provided by GAO Order 0846.1, Procedures for the Disposition of Grievances and Appeals from Adverse Actions.

b. Disputed Rating. When a complaint involves a disputed rating in an open competitive examination, the complainant shall be informed by the Director of EEO that the Office of CSC that conducted the examination is the proper channel for complaint.

4. APPEALS TO CSC. Employees whose complaints have been part of grievance or adverse action appeals processed through the procedures provided by GAO Order 0846.1, shall be informed of any further appeal rights that they may have to CSC.

b. Organization

1. Director, Equal Employment Opportunity

The Director, EEO, is the personal representative of and directly responsible to the Comptroller General in providing overall leadership and policy direction to the EEO Program in the General Accounting Office. He is primarily responsible for achieving the objective that all employment and related personnel matters are determined on merit without regard to race, color, religion, sex, age, national origin, or handicap and providing procedures for the pursuit, investigation and resolution of discrimination complaints.

Located organizationally in the Office of Equal Employment Opportunity, and assigned to the program on a full-time basis, the EEO Director advises the Comptroller General and other GAO officials on the preparation of national and regional EEO plans, procedures, regulations, reports, and other matters pertaining to the policy and program established by Comptroller General's Order. (GAO Operations Manual, 0780.1.)

2. Monitor, Equal Employment Opportunity

The EEO Monitor, a full-time EEO Specialist in the Office of Equal Employment Opportunity, is primarily responsible for developing the National Affirmative Action Plan, monitoring, and expediting implementation by appropriate officials of various Action Plan items. He reports to the Director, EEO, and shares responsibility with him for advising and assisting the Comptroller General on matters related to assuring equal opportunity in GAO. The Monitor periodically evaluates planned actions to determine their effectiveness in accomplishing objectives and proposes revised or alternate strategies to further their achievement. He investigates complaints of discrimination, assures that other complaints investigators acquire the necessary investigative training, and assigns them to investigate complaints of discrimination—reviewing the final investigative file for completeness.

3. Coordinator, Federal Women's Program

The Federal Women's Program Coordinator, a full-time EEO specialist in the Office of Equal Employment Opportunity, is the principal advisor to the Director, EEO, on the special concerns of women. Responsible for assuring that equal opportunity for all women employees and applicants is an integral part of the program, the FWPC's primary role is to monitor and evaluate implementation by all organizational officials of those items in the total program which are directly addressed toward women. She coordinates with a Women's Advisory Committee comprised of persons in the headquarters facility. The Committee, which meets periodically to discuss the concerns of women, undertakes special research projects and sponsors educational programs designed to foster better understanding of feminist issues and views.

She provides guidance and direction to part-time Federal Women's Program Coordinators located in each of the fifteen regional offices. These Coordinators may devote up to twenty-five percent of their time to program activity. Within their region they adapt the program to meet the needs and concerns of the women in that region. They are responsible for providing a representative forum of women's issues, views, and problems within their region and communicating these to the Regional Manager.

4. Equal Employment Opportunity Specialist

The Equal Employment Opportunity Specialist, a full-time position in the Office of Equal Employment Opportunity, is primarily responsible for assisting the EEO Director, the EEO Monitor and the Federal Women's Program Coordinator in carrying out their various roles of ensuring equal employment opportunity throughout the General Accounting Office. The specialist assists in the development of assigned segments of the National Affirmative Action Plan and monitors the performance of selected organizational entities to ensure compliance. She serves as a focal point for: (a) explaining various EEO programs and their purposes; (b) providing detailed information on informal and formal dispositions of complaints through various complaint processing systems; and (c) assisting part-time EEO personnel as needed.

5. Director, Office of Personnel Development and Services

The Director, Office of Personnel Development and Services (OPDS), develops programs, procedures, and regulations necessary to carry out the program as it relates to personnel management within the framework of the Civil Service merit system and regulations of the Commission. He is responsible for improving the careers and performance of GAO personnel, and increasing equal opportunity for individual and group achievement. He provides specialized assistance and staff support to the EEO Office in implementing the overall program, directs office-wide recruitment, provides career development counseling service for GAO employees, supervises appraisals and promotions, and is responsible for the Upward Mobility and Personnel Development programs.

In conjunction with heads of divisions and offices, the Director conducts job restructuring, job enrichment, and job redesign studies, determines training needs and develops programs to meet these needs. Helping to integrate EEO with day-to-day operations, the OPDS Director governs the development of recruitment goals and timetables for our professional staff and in doing so, makes conscientious efforts to improve the minority and female employment profile.

6. Manager, Upward Mobility Programs

Occupying a full-time position in the Office of Personnel Development and Services, the Manager administers the "preprofessional" program

under which "bridge" jobs, coupled with formalized training, provide avenues to the professional ranks for secretarial, clerical and technical employees. The Manager also has responsibility for the worker-trainee program. She evaluates ongoing programs and develops strategies to facilitate the expansion of new avenues for upward mobility programs.

The Upward Mobility Manager assists in developing short/long range program planning, and in formulating and allocating resources in carrying out her budget responsibilities. In order to facilitate the exchange of information and to ensure that overall policy and program goals and objectives are understood and supported, she maintains an effective communication system with managers and supervisors, minority and women groups, educational institutions, community organizations, and particularly rank-and-file employees. The Manager's responsibilities include such activities as job restructuring and enrichment, career counseling, education and training, and other activities involving employee development.

7. Heads of Divisions and Offices (EEO Officers)

Heads of divisions and offices serve as EEO Officers and are directly responsible to the Comptroller General for carrying out, within their areas of jurisdiction, the policy, program and procedures promulgated to assure equal opportunity.

In assisting the EEO Director with his various duties, Officers are involved with such matters as ensuring maximum utilization of skills and providing upward mobility, communication with recruitment sources, securing managerial and supervisory support, recognition of employee accomplishments, fostering employee awareness of EEO, and self-evaluation.

8. Counselors, Equal Employment Opportunity

It is the responsibility of trained EEO Counselors to establish open and sympathetic channels through which employees may raise questions and discuss grievances and problems connected with equal employment opportunity. Headquarter's counselors are appointed by the EEO Director, with the advice and consent of the EEO Advisory Council and the Women's Advisory Committee. Regional counselors, nominated by their respective EEO Officers, are also appointed by the EEO Director. When contacted by aggrieved employees, counselors are required to make whatever inquiry into the matter that they believe necessary, counsel on the issues involved, and seek a solution on an informal basis. Counselors are also required to keep a record of their counseling activities and occasionally meet with the EEO Monitor, the EEO Specialist, and the FWP Coordinator so as to brief them in general on EEO activities while maintaining counselee anonymity. When advised that a discrimination complaint has been accepted from an aggrieved person a counselor must submit a written report to the EEO Director with a copy to the aggrieved person, summarizing his/her actions and advice to both the Office and to the aggrieved person.

9. Investigators, Equal Employment Opportunity

Thirty professional staff members in the field and in headquarters are trained EEO investigators. They are available for assignment by the EEO Director or his designee to investigate formal complaints of discrimination throughout the Office. In making such assignments investigators do not occupy a position in the Office which is, directly or indirectly, under jurisdiction of the head of that part of the Office in which the complaint arose.

10. Coordinators, Hispanic Employment Program

The National Hispanic Employment Program (HEP) Coordinator, a full-time EEO Specialist in the Office of Equal Employment Opportunity, operating out of San Francisco, is principal agency advisor on special concerns of Hispanic employees. His primary role is to monitor and evaluate the implementation by organizational officials of those items in the total EEO effort which are specifically addressed toward the Spanish-Speaking. Because the program is geared mainly to GAO field units which are located in or recruit from geographical areas with sizable concentrations of Hispanics, he is assisted by a headquarters Coordinator in Washington and, by regional coordinators in Atlanta, Chicago, Dallas, Denver, Detroit, Los Angeles, New York, San Francisco, Boston, Kansas City, and Washington, D.C.

As in previous years, the thrust of the program in FY 1979 will be toward the recruitment of men and women of Hispanic origin, particularly for professional positions. Primary responsibility for recruitment rests with the Assistant Director for Personnel Operations, OPDS. Although the National Coordinator does not engage in direct recruitment activity, he assists by identifying recruitment sources, scouting for potential upper-level hires, and maintaining contact with national and local Spanish-Speaking organizations.

Regional coordinators occupy part-time positions. Twenty-five percent of their time may be allotted to program activity, although this restriction does not apply when they are engaged in semiannual recruitment activity. Should a particular region require more than the 25 percent figure to accomplish program objectives, additional coordinators may be appointed as necessary.

11. Equal Employment Opportunity Advisory Council

The purpose of the EEO Advisory Council is to:

1. Provide a medium for employees, through their representatives, to participate with management in the consideration of EEO matters.

2. Improve communications by providing a channel through which employee attitudes, aspirations, and EEO related problems and concerns can be effectively coupled to management's decision-making process.
3. Assist in the development of EEO Action Plans by providing substantive and precise recommendations for plan content, with subsequent opportunity for commentary on draft proposals.
4. Make recommendations to the EEO Director, and through him to the Comptroller General, regarding Office policies, practices, and procedures as they affect the treatment of GAO employees.

The Council is composed of 17 voting members representing the divisions and offices and other employee organizations. Thirteen members are elected by secret ballot for 2-year terms in alternating years. The remaining four voting members are duly certified representatives of (1) American Federation of Government Employees, GAO Lodge No. 8, (2) GAO Black Caucus Association, (3) GAO Employees Association, and (4) National Federation of Federal Employees, GAO Branch, Local 1822. In addition, the Council has an advisor for the handicapped and an advisor for personnel relations. Other employees may be designated consultants on a temporary basis to provide expertise on specific matters.

The Council is free to organize as it chooses and to deal with any matter reasonably related to EEO, subject to these specific conditions:

Meetings and other Council activities, whether on an individual or group basis, on government time are limited to a maximum of 4 hours bi-weekly. Reasonable time consumed on special projects assigned to the Council or its individual members by the Director, EEO, or by the Comptroller General, are not charged against this time limitation.

The Council addresses only those policies, practices, and procedures within the Office that affect EEO matters. It does not function as an advocate in the settlement of individual employee problems, but deals with matters or problems affecting groups of employees.

12. Women's Advisory Committee

As specified by charter, the Women's Advisory Committee's purposes are:

1. To provide an elected representative forum through which women's views and problems may be communicated to management.
2. To advise and assist the Comptroller General, Deputy Comptroller General, EEO Director, and/or Federal Women's Program Coordinator, on policies and problems concerning women in GAO.

3. To advance the interests of women in the U.S. General Accounting Office.
4. To communicate issues, views, and problems to Division and Office Management.

The committee is composed of 17 members and 14 alternates who represent the various divisions and offices throughout GAO Headquarters. Election of representatives by secret ballot is monitored by an election sub-committee along with the Federal Women's Program Coordinator and EEO Director. In FY 1978 half of the committee was elected to a 2-year term and half to a 1-year term. In FY 1979 and in all future elections the terms will be for 2-year periods so as to provide for a staggered term arrangement in subsequent years. This arrangement ensures an adequate number of active committee members at all times.

Members and alternates are allotted up to 8 hours of Government time per month for official committee business. Meetings are generally held on the third Wednesday of each month. Reasonable time spent on special projects assigned by appropriate officials is not charged against the 8-hour limitation. Committee meetings are open to all GAO employees, but they are not granted official time for this purpose.

The Committee must address only those policies, practices, and procedures within the Office that affect women. It may not function as an advocate in settling individual employee problems, but must deal with matters or problems affecting groups of women.

II. Certification of Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials, full-time or part-time, concerned with administration of the EEO Program, including the Director of Equal Employment Opportunity; EEO Officer(s); Federal Women's Program Coordinator(s); and Hispanic Employment Program Coordinator(s) have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" 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 Civil Service Commission officials.

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

Dominic Del Guidice

Director of EEO (Acting)


signature

10/12/78
Date

III. Allocation of Personnel and Resources for EEO

a. Headquarters

Program Area	FT	PT	Program Cost
1. EEO Program Administration and Management			
a. Director, EEO	1		\$ 54,080
b. Monitor, EEO	1		33,914
c. Coordinator, FWP	1		31,919
d. Coordinator, HEP	1	1	39,573
e. Specialist, EEO	1		17,022
f. Office Staff, EEO	1.5		16,178
g. Officers, EEO		17	101,642
h. Manager, Upward Mobility Programs	1		21,697
i. Coordinators, Upward Mobility Programs	2		27,820
j. Others:			
1. Advisory Council, EEO		19	23,706
2. Investigators, EEO Complaints		24	64,825
3. Counselors, EEO		10	7,951
4. Women's Advisory Committee		31	
Sub Total	<u>9.5</u>	<u>102</u>	<u>440,327</u>
2. EEO and Personnel Management Training			
a. Director, EEO	1 <u>1/</u>		1,701
b. Monitor, EEO	1		1,600
c. Coordinator, FWP	1		1,570
d. Specialist, EEO	1		722
e. Upward Mobility Staff	3		1,100
f. Counselors, EEO		1 <u>1/</u>	400
g. Other:			
1. Office Staff, EEO	1.5		500
Sub Total	<u>- 0 - 1/</u>	<u>- 0 - 1/</u>	<u>7,593</u>
Total Headquarters	9.5	102	447,920

1/ Counted under Program Administration and Management.

b. Field Offices

Program Area	FT	PT	Program Cost
1. EEO Program Administration and Management			
a. Officers, EEO		15	\$ 89,650
b. Counselors, EEO		32	8,316
c. Investigators, Complaint		6	15,599
d. Coordinators, HEP		11	22,303
e. Coordinators, FWP		<u>16</u>	<u>38,559</u>
Sub Total		80	174,427
2. EEO and Personnel Management Training			
a. Counselors		4 <u>1/</u>	\$ 1,937
b. Investigators, Complaints		1 <u>1/</u>	1,181
c. FWP Coordinators	<u> </u>	<u>5 <u>1/</u></u>	<u>2,265</u>
Sub Total	0	0	5,383
Total Field	0	80	\$179,810

Other Headquarters

Upward Mobility Programs ^{2/}	50		150,000 ^{3/}
EEO Program Orientation (Travel)		4 <u>1/</u>	6,254
<u>Grand Total EEO Cost</u>	<u>59.5</u>	<u>182</u>	<u>783,984</u>

^{1/} Counted under Program Administration and Management.

^{2/} Does not include salaries of program participants while on-the-job training.

^{3/} These figures are tentative. The Upward Mobility Program is expected to be funded by division and regional offices based on budget limitations.

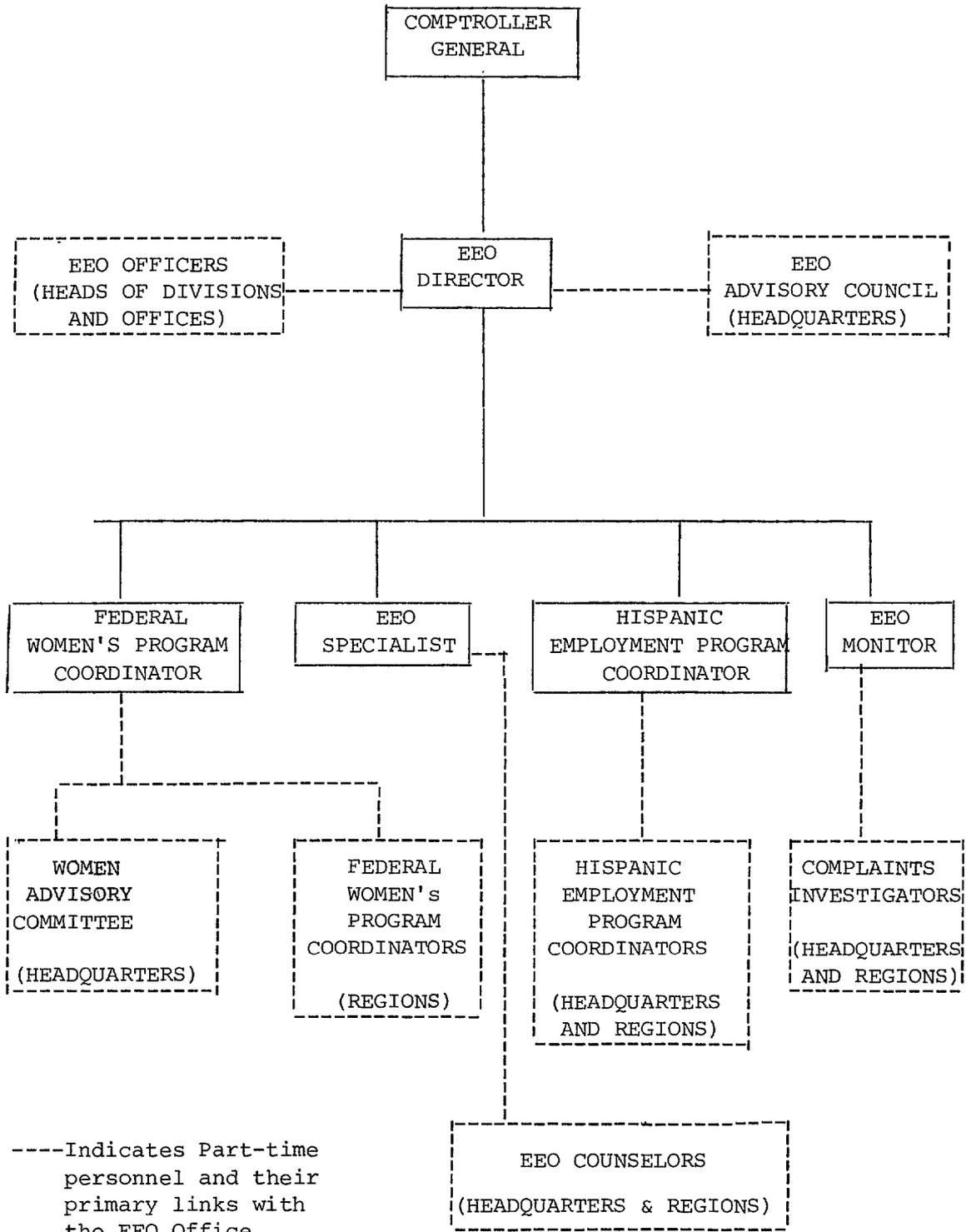
C. PROVISION FOR TRAINING AND ORIENTATION
IN PERSONNEL ADMINISTRATION AND IN EQUAL
EMPLOYMENT OPPORTUNITY

Following is a list of training programs, seminars and courses conducted and/or attended by GAO employees including persons engaged in EEO work during the 1978 Action Plan period:

<u>Course/Program Title</u>	<u>Sponsor</u>	<u>Number of Participants</u>
I. <u>INTERNAL</u>		
Federal Women's Week		650
II. <u>EXTERNAL</u>		
Educational Staff Seminar on School Desegregation	GWU	3
Investigation of Complaints of Discrimination	CSC	12
Annual Conference on EEO	National Civil Service League	4
Achieving EEO in the Fed. Govt.	National Civil Service League	2
The Practice of EEO	GWU	1
Third Annual Conference on EEO Law	American Bar Association	4
EEO Home Study	CSC	5
Basic EEO Counseling	CSC	8
EEO Affirmative Action Seminar	Intergovernmental Council	1
EEO Affirmative Action Plan	CSC	6
Advanced EEO Counseling	CSC	5
Seminar About Career Women	CSC	1
FWP Seminar	CSC	13
FWP Workshop Seminar	FEB	1
Career Planning Conference for Women	CSC	4
Federally Employed Women	FEW	10
Career Seminar for Women	CSC	1
Career Seminar for Men	CSC	1
Workshop for Hispanic Employ- ment Program Coordinators	CSC	6
Seminar for Employment Problems of Hispanics	HEW	2

<u>Course/Program Title</u>	<u>Sponsor</u>	<u>Number of Participants</u>
1978 National IMAGE Convention	IMAGE	7
Class Counseling	CSC	1
1977 GI Forum Nat'l Convention	GI Forum	1
Annual Conference on Affirma- tive Action	Nat'l Assoc. of Human Rights Workers	<u>1</u>
	Total	750

THE EQUAL EMPLOYMENT OPPORTUNITY OFFICE



U.S. GENERAL ACCOUNTING OFFICE

B. Report of Accomplishments Under
1978 EEO Affirmative Action Plan

INTRODUCTION

This report is divided into eight segments corresponding to the "Report of Specific Actions" section of the 1978 Action Plan. Achievements and shortcomings are presented in summary narrative.

I. Accomplishments/Shortcomings

A. Program Organization and Resources

(1) Training:

During the first quarter of FY 1978, about 1500 employees participated in the GAO Functional Racism Program bringing the number of program participants during fiscal years 1977 and 1978 to approximately 5300. The program represented a unique attempt to focus on measurable and changeable factors that inhibit and preclude attainment of equal opportunity for both white and minority persons in GAO. In order to identify and define behaviors, practices, and structures that might need to be changed, each organizational unit conducted systemic assessments consisting of pretests (conducted before training), and posttests (conducted after training). In addition, each division/office periodically reappraised its own EEO situation. Evaluation of the effectiveness of the Functional Racism Program is in progress and is addressed under "Program Evaluation," in the assessment section (section C) of this plan.

Other training objectives were met: full-time and part-time EEO personnel attended, or are scheduled to attend by the end of FY 1978, equal opportunity and personnel-related courses, seminars, and conferences (see pages A-9 and A-10).

A senior-level EEO Specialist was appointed full-time as National Hispanic Employment Program Coordinator. He determined that additional training is needed for part-time Hispanic Employment Program Coordinators. A study to determine content and timing of a training course for the program coordinators is currently underway.

(2) Counseling - Complaints

Approximately 5,500 employees comprise the GAO workforce who are served by 42 part-time EEO Counselors. Counseling duties are included in their position descriptions, and they are allowed to devote up to 25 percent of their time to counseling activity if necessary.

Serving about 3,200 employees in headquarters (ratio 1: 320), 10 counselors are listed in telephone and hall directories by name, room location and telephone number. This same information and individual photographs are presented on posters strategically displayed throughout the building, and at all audit sites in the Washington area.

Thirty-two counselors serve about 2,300 persons located in 15 regional offices and seven sub-offices (ratio 1: 72). Each regional and sub-office has a counselor, and some have more than one because of the fragmented travel of field personnel. In FY 1977, we appointed an ad hoc committee comprised of representatives from the EEO Office, EEO Advisory Council, and Women's Advisory Committee to develop new strategies for attracting employees to EEO counseling duties. Based on the committee's visit to nine other federal agencies, new strategies were developed and implemented by the EEO Director. The mechanism used for attracting persons to EEO counseling duties proved successful in FY 1977, and again in FY 1978.

Monitoring continues of EEO counseling activity through monthly reports submitted to the EEO Office by regional and headquarters counselors. This statistical information is assembled by the EEO staff, summarized, and submitted to EEO Officers (heads of divisions and offices). Data includes the number and nature of complaints of alleged discrimination originating in each unit; contacts with employees who do not specifically allege discrimination; and total time spent counseling. Counselee's anonymity is constantly maintained. The system is structured so as to identify causes of EEO problems, and to detect possible trends and patterns which might suggest a need for preventive action.

In addition to EEO counseling activity, GAO for some time has provided employees with a General Counseling Service within the Office of Personnel Development and Services. Although originally established to assist employees with alcohol or drug abuse problems, the service has expanded to include any social and psychological problems which affect work performance. Staffed by three full-time professionals, the service continues to receive favorable notice from many GAO employees.

(3) Financial Management System

During FY 1976, development began on a total cost system to provide Office-wide expenditures by division/office, by project, and by function, i.e., counseling, investigating, etc. The system, expected to provide a capability to conduct cost effectiveness analyses of the EEO Program, was targeted for implementation by October 1, 1976. The budget module was developed, pilot tested and ready for implementation; the cost module was about 75 percent completed on October 1, 1976. However, a reassessment of system requirements, initiated by the Comptroller General in conjunction with division directors, resulted in a decision to review the ability of the overall system to meet new needs.

Completion of a revised budget/cost system was expected by October 1, 1978, while an interim system for determining resources devoted to the EEO Program was being used. Costs were obtained by multiplying labor rates by GS grade times hours charged to various EEO job codes. Travel and miscellaneous payments for EEO related activities were obtained from our Travel Authorization and Miscellaneous Payments System (TAMPS). This system has been upgraded to provide actual time spent and dollar amounts devoted to each EEO activity by organizational element. EEO cost reports are currently being submitted to the EEO Office on a monthly basis.

(4) Meetings, Briefings, Advisory Groups, and Special Events

The Comptroller General and Deputy Comptroller General held their annual meeting with the EEO Advisory Council, and heard its views and recommendations for improvements in the equal employment program. Both officials then called upon appropriate office heads to consider the recommendations made by the council, and comment on actions that might be taken. One of the recommendations made by the Advisory Council was for GAO to attach the highest priority to developing a career management system for the support staff. Other subjects discussed at the meeting were: minority and women profile; competitive selection process; delegation of personnel functions to divisions and offices; and EEO Program evaluation.

The EEO Advisory Council held its annual election and, by secret ballot, picked eight new members to replace those with expiring terms, and those who had resigned from the council for various reasons.

The Women's Advisory Committee held its annual elections in August. Seventeen members and eight alternates were elected to represent the various divisions and offices. Members and alternates are permitted to spend up to eight hours of official time monthly on committee work, with additional time available for special projects.

A five-day program was sponsored by the Federal Women's Program on "Moving Forward Together." (The program also coincided with National Secretaries Week.) The Comptroller General delivered the welcoming address for the auditorium program. In addition, seven workshops were held on the following topics: A Thousand Faces; We Are Women; What's Your Life Worth; Certified Professional Secretaries; Moving Into Management; Assertiveness Appearance Training; and Getting Ahead. About 650 employees attended the program and participated in the various workshops. The 15 regional FWP Coordinators attended the program and workshops and had their own two-day seminar. It included sessions on personnel policies and procedures, the EEO Program, and the Federal Women's Program; followed by question and answer sessions with the Field Operations Division Director.

As in prior years the EEO Office sponsored a program commemorating Black History Month, and GAO granted employees release time to participate in the program. Directed primarily by our EEO Specialist, the tone of the program was geared toward several facets of achievements and accomplishments of prominent and not-so prominent Black Americans.

The program was divided into three parts—awareness films, music and fine arts, and lectures. The films were "Martin Luther King—From Montgomery to Memphis"; "Yonder Come Day"; and "I Have A Dream".

The EEO Director, Office of Civil Rights Commission, sang three Black spiritual selections. "The Sign of the Times," a non-profit community organization, captured the audience with their version of original African dances—GAO officials invited them back for a repeat performance. A non-profit church organization provided several musicals from the choir, followed by a unique art exhibit. A young Black artist displayed his art collection, which included oil paintings, wood carvings, metal sculptures, and graphic designs. Last but not least, the Under-Secretary, Department of Interior, provided GAO employees with an electrifying lecture on Black culture. Subject of his lecture was "The Search For Roots: A Black Perspective," which was published in the GAO review. Over 1,500 employees attended the GAO "Forth Annual Afro-American Black History Month."

The EEO Monitor conducted workshops at the 30th Annual Conference of the National Association of Human Rights Workers (NAHRW) in Detroit. Theme for the conference was "Making America Fully Responsive to Human Rights". The workshops focused on "Civil Rights In America: The Present Status and Prospects for the Future"; "Affirmative Recruitment"; and "The Reorganization of Equal Opportunity Programs". Discussions on current court decisions and debates were included in workshops, and the GAO Affirmative Action Program was explained to conference participants. An active member of NAHRW, GAO has been represented at the annual conference for the past four years.

The EEO Monitor also conducted workshops at Howard University on "Career Employment With the Federal Government." Among other things the workshops resulted in the employment of two outstanding minority persons.

(5) Time-in-Grade and Promotion Study

A time-in-grade and promotion analysis of women and minority persons in career ladder auditor positions was made to determine whether there were any systemic barriers to their advancement in comparison to white men. Those persons who were hired for GS-7 auditor positions in calendar year 1973 and who are still with GAO provided the data base. This "Class of '73" included 72 white men, 41 minority men and women, and 22 white women.

One conclusion of the analysis is that a larger percentage of white males are at the higher levels (GS-12 and GS-13) than white females and minority persons. However, they have not been adversely affected based on the four-fifth rule. The four-fifth rule states that a selection rate for any racial, ethnic, or sex group that is less than four-fifths (4/5) or 80 percent of the rate for the group with the highest rate is evidence of adverse impact.

The study was made by the Office of Personnel Development and Services, and the Organization and Management Planning Staff. For a more detailed view of results of the study see attachment II.

B. Discrimination Complaints

Devoting full-time to the effort when called upon to investigate a complaint, 30 part-time complaints investigators are located throughout the agency and are available as needed. All have completed the Commission's training program for investigators.

A continuing objective of the 1978 and 1979 Action Plan is to reduce the time it takes to process discrimination complaints from acceptance through the post-investigation, and informal adjustment stage. Prior analyses showed that it took around 102 days to complete the process. Specific actions to reduce this time called for not more than 60 days to move the complaint from agency acceptance of the case to the complainants' receipt of the investigative report. This device has remained constant, ultimately resulting in a decrease in processing time from 102 days to 100 days. This decrease is attributable in part, to a new requirement for EEO counselors to submit a report of counseling to the EEO Office immediately after formal complaint has been received.

During the year six individual complaints were filed and processed from August 1977 through June 1978. Two additional complaints were filed but were rejected by the agency. The average time it took to investigate the six complaints and to forward the investigative report to the complainant was 37 days. This compares with an average of 65 days, the time it took to process four complaints last year. The average processing time of 37 days could have been shorter, but one complainant requested that the start of investigation be delayed for one month because of reasons involving legal representation.

C. Recruitment and Employment

The HEW college enrollment data for 1974, the most accurate and recent data base available for our purposes, provided the basis for the development of realistic Office-wide goals for FY 1979:

Professional Staff

On board												
GAO %	Black		Hispanic		A. Indians		Oriental		White		Total	
9-30-78	M	F	M	F	M	F	M	F	M	F	Minority	
	3.9	3.5	1.7	.2	.1	0	1.1	.3	77.7	11.6	10.7	
External												
Data%	3.7	4.1	1.1	.7	.3	.2	.7	.4	51.3	37.5	11.2	
FY 1978												
Hiring												
Results												
Entry												
Level												
9-30-78	6.2	4.4	3.3	0.0	0.0	0.0	4.0	1.1	54.9	26.0	19.1	
FY 1978												
Hiring												
Goals												
Entry												
Level												
	4.5	8.5	0.5	2.5	0.0	0.0	0.5	2.0	61.5	20.0	18.5	

Although the overall minority goal of 18.5 percent was exceeded by 0.6 percent, the goals for minority women in each category were not achieved. This caused mutual concern, and achieving our objectives in this area in FY 1979 was identified as a major priority.

At the same time, we were pleased that the goal for white women was exceeded by 6.0 percent. This prompted the conclusion that our recruitment and hiring strategies aimed toward this population were working well. The success in hiring white women, however, further highlighted our concern about failing by 7.5 percent to achieve the goals for minority women.

In each minority category the goal for men was also surpassed, another indicator that our strategies here are also sound.

The figures presented in the External Data column are the exact mathematical computations derived from the goal-setting system, and are based on a projected attrition rate of 5 percent and a projected hiring rate of 4 percent. The system uses an attrition rate of 5 percent and a hiring rate of 8.5 percent for the years after FY 1979. The lower hiring rate for this year is due to the reduction of our FY 1979 appropriation.

The FY 1979 goals are identical to those for FY 1978, with one exception. Last year no goal was set for native American men or women, but this year a 0.5 percent goal has been established for each category. This will raise the total minority goal from 18.5 percent to 19.5 percent. The latter figure represents a 0.4 percent increase over our actual total minority hiring achievement for FY 1978.

Although we did not quite reach the hiring goals in every category, recruitment efforts resulted in the employment of 52 minority persons and 71 white women--a total of 123 people out of 273 hired for GS-7 and 9 auditor positions.

The following table is a statistical summary of overall entry-level auditor hiring as of September 30, 1978.

ENTRY-LEVEL AUDITOR EMPLOYMENT
October 1, 1977 Through September 30, 1978

<u>CATEGORY</u>	<u>NUMBER HIRED</u>	<u>PERCENT HIRED</u>	<u>PERCENT FY 1978 GOAL</u>	<u>PERCENT DIFFERENCE</u>
Black	29	10.6	13.0	- 2.4
Hispanic	9	3.3	3.0	+ 0.3
Native American	0	0.0	0.0	0.0
Oriental	14	5.1	2.5	+ 2.6
White Female	<u>71</u>	<u>26.0</u>	<u>20.0</u>	<u>+ 6.0</u>
Subtotal	123	45.1	38.5	+ 6.6
White Male	<u>150</u>	<u>54.9</u>	<u>61.5</u>	<u>- 6.6</u>
Total	<u>273</u>	<u>100.0</u>	<u>100.0</u>	<u>0.0</u>

We fell short of 1978 upper-level hiring targets in all but two categories--white women and Oriental persons. However, white women and minority persons shared a greater percentage of total new hires than they did last year. Upper-level recruitment efforts resulted in the employment of 17 minority persons and 31 white women, a total of 48 persons out of 115 hired for positions at GS-11 and above. They represent 42 percent of all persons hired--10 percent higher than last year.

The next table is a statistical review of upper-level (GS-11 and above) hiring.

UPPER-LEVEL EMPLOYMENT
October 1, 1977 Through September 30, 1978

<u>CATEGORY</u>	<u>NUMBER HIRED</u>	<u>PERCENT HIRED</u>	<u>PERCENT GOAL</u>	<u>PERCENT DIFFERENCE</u>
Black	10	8.7	9.0	- 0.3
Hispanic	1	0.9	4.0	- 3.1
Native American	0	0.0	2.0	- 2.0
Oriental	6	5.2	5.0	+ 0.2
White Female	<u>31</u>	<u>27.0</u>	<u>20.0</u>	<u>+ 7.0</u>
Subtotal	48	41.7	40.0	+ 1.7
White Male	<u>67</u>	<u>58.3</u>	<u>60.0</u>	<u>+ 1.7</u>
Total	<u>115</u>	<u>100.0</u>	<u>100.0</u>	<u>0.0</u>

The table on the next page is a breakdown of upper-level hiring by grade level, sex, and minority category.

Non-auditor personnel recruitment (other than secretaries) resulted in the hiring of 14 minority persons and 18 white women, a total of 33 people out of 42 hired, representing 43 percent. The positions included voucher examiners, editors, management analysts (non-auditor), personnelists, legal assistants and travel assistants. The following table is a statistical summary of non-auditor employment.

ENTRY-LEVEL EMPLOYMENT Period 10-1-77 to 9-30-78
Non-auditor Staff (other than secretaries)

<u>Category</u>	<u>Number Hired</u>	<u>Percent Hired</u>
Black	12	28.6
Hispanic	2	4.8
Native American	0	0.0
Oriental	0	0.0
White Female	<u>18</u>	<u>42.9</u>
Subtotal	<u>32</u>	<u>76.2</u>
White Male	<u>10</u>	<u>23.8</u>
Total	<u>42</u>	<u>100.0</u>

Upper-Level Hires By Race, Sex, and Grade
October 1, 1977 through September 30, 1978

Grade Level	Total Hired	White		Black		Hispanic		Oriental		Total Minorities
		Males	Females	Males	Females	Males	Females	Males	Females	
11	20	15	3	3	1	1	1	1	1	8
% of total	43	46.5	34.9	7.0	7.0	2.3	2.3	2.3	2.3	18.6
12	11	13	3	1	1	3	1	3	1	8
% of total	32	34.4	40.6	9.4	3.1	9.4	3.1	9.4	3.1	25.0
13	22	2	2							0
% of total	24	91.7	8.3							0.0
14	8	1	1							0
% of total	9	88.9	11.1							0.0
15	6	6	6							1
% of total	7	85.7	14.3							14.3
Total	67	31	6	4	1	4	2	4	2	17
% of total	115	58.3	27.0	5.2	3.5	3.5	0.9	3.5	1.7	14.9

We wish to emphasize that the recruitment goals presented on pages D-6 and D-7 (Report for Specific Actions for the Coming Year) are not to be construed in any way as quotas. They are reasonable targets to aim for given the results of our affirmative action program for the last few years. They are also not to be viewed as "ceilings," which also translates into a quota. We would again expect that as in 1978 and previous years the goals established for minority men and white women would be substantially surpassed.

On the other hand, it is necessary to maintain the same goals as last year for minority women, in spite of the fact that they were not achieved in any of the minority categories. This will serve to again call the agency's attention to the need for vast improvement in this area, while holding the overall female hiring goal to one-third of all new professionals employed at the GS 7-9 level. We noted that despite the handicaps imposed by veteran's preference, 31.4 percent of our hires last year were women. We agreed that setting a total female target only two percentage points over our achievement was realistic as well as a challenge to do better. (See goals and timetables on page C-9 in the assessment section of this plan).

Secretarial recruitment resulted in the employment of 71 minority persons—69 now on board and 2 scheduled to report for duty by September 30. Of this minority total, 3 were Hispanic as shown in the table below.

Secretarial Employment
October 1, 1977 through September 30, 1978

<u>Category</u>	<u>Total Offers</u>	<u>Total Reported</u>	<u>Total To Report</u>	<u>Total Declined</u>
Grand Total	139	122	6	12
White	62	53	4	6
% of Total	44.6	43.4	66.7	50.0
Minority	72	66	2	4
% of Total	51.8	54.1	33.3	33.3
Hispanic*	5	3	0	2
% of Total	3.6	2.5	0.0	16.7

* Numbers shown for this category are not included in the minority category.

In the 1978 spring edition of Equal Employment Opportunity—the Minority Student Magazine, GAO advertised for job applicants with backgrounds in auditing, accounting, computer technology, economics, data processing, engineering, mathematics, operations research and development,

and statistics. The agency was also listed in "Equal Opportunity's National Corporate Profile Directory." It cites the GAO mailing address, job interview contact person, locations of the 15 regional offices, and a list of disciplines from which GAO recruits. In addition, "Collegiate Woman's Career Magazine" and the Federal Research Service publication, lists various employment opportunities available in GAO.

D. Full Utilization of Skills and Training

We still maintain a Staff Resources Inventory System that contains current information on the special abilities, experience, education, and other details about individual employees. Among other things, the system provides a convenient way to consider employees for positions that will allow them to use their skills to the fullest potential.

A time-in-grade and promotion study was conducted to determine whether differentials exist among certain groups of employees. The study is described in attachment II.

Each division/office conducted a systemic analysis of its workforce. This included analysis of training policies and practices to ensure that opportunities are available to employees at all grade levels without regard to racial status or sex.

E. Upward Mobility

The table below profiles the 35 persons (including fifteen in regional offices) now participating in our six ongoing upward mobility career avenues as of September 30, 1978.

MANAGEMENT ANALYST ASSISTANTS

<u>Grade</u>	<u>Minority</u>		<u>White</u>		<u>Total</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
4	0	0	1	2	1	2
5	0	1	0	3	0	4
6	0	6	2	7	2	13
Total	0	7	3	12	3	19

CLAIMS ADJUDICATOR ASSISTANTS*

<u>Grade</u>	<u>Minority</u>		<u>White</u>		<u>Total</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
5	-	-	-	-	-	-
6	-	-	-	<u>1</u>	-	<u>1</u>
Total	-	-	-	<u>1</u>	-	<u>1</u>

BUDGET ANALYST ASSISTANT

<u>Grade</u>	<u>Minority</u>		<u>White</u>		<u>Total</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
3	-	-	-	-	-	-
4	-	-	-	-	-	-
5	-	-	-	<u>1</u>	-	<u>1</u>
Total	-	-	-	<u>1</u>	-	<u>1</u>

COMPUTER TECHNICIANS

<u>Grade</u>	<u>Minority</u>		<u>White</u>		<u>Total</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
3	-	-	-	-	-	-
4	-	1	-	1	-	2
5	-	<u>1</u>	-	-	-	<u>1</u>
Total	-	<u>2</u>	-	<u>1</u>	-	<u>3</u>

EDITOR ASSISTANT

<u>Grade</u>	<u>Minority</u>		<u>White</u>		<u>Total</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
3	-	-	-	-	-	-
4	-	2	-	-	-	2
5	-	<u>1</u>	-	<u>3</u>	-	<u>4</u>
Total	-	<u>3</u>	-	<u>3</u>	-	<u>6</u>

* This avenue is being phased out because of changes in agency mission. No new participants will be selected in 1979.

PERSONNEL MANAGEMENT ASSISTANTS

<u>Grade</u>	<u>Minority</u>		<u>White</u>		<u>Total</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
3	-	-	-	-	-	-
4	-	2	-	-	-	2
5	-	-	-	-	-	-
Total	-	<u>2</u>	-	-	-	<u>2</u>

In FY 1978, 5 claims adjudicator assistants, 16 management analyst assistants, 1 editor assistant, 2 computer technicians, and 1 personnel management assistant were assigned to target positions. Other promotions for the year were:

<u>Promotion From - To</u>	<u>Minority</u>		<u>White</u>		<u>Total</u>
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	
GS-3 to GS-4	0	1	0	-	1
GS-4 to GS-5	0	1	0	2	3
GS-5 to GS-6	<u>0</u>	<u>3</u>	<u>1</u>	<u>2</u>	<u>6</u>
Total Promoted	<u>0</u>	<u>5</u>	<u>1</u>	<u>4</u>	<u>10</u>

F. Supervisory and Management Commitment

In 1978 two persons received the Comptroller General's annual EEO award for their equal opportunity efforts. Two GAO auditors, one, a former Chairperson of the EEO Advisory Council in headquarters, the other, a former EEO counselor in one of our regional offices, got the award for "significant achievements in providing equal employment opportunity on the part of supervisors or employees."

During development of the 1978 Action Plan, assessment dictated a need to evaluate supervisors and managers on their EEO efforts. A factor was included in the annual performance appraisal with a requirement to rate employees on their EEO efforts. However, criteria for evaluating persons on EEO had not been developed and consequently, evaluations could not be performed in regard to persons' EEO efforts. During 1978, criteria for evaluating persons on their EEO efforts were developed, and provisions to evaluate managers and supervisors on their understanding and support of equal employment opportunity were incorporated into the career management system. An EEO factor was included in the revised annual performance appraisal with a requirement that employees must be rated on the factor.

G. Community Outreach

Outreach employment efforts which enhance the equal opportunity program were continued in 1978 as outlined in the following paragraphs and statistical schedules.

(1) Worker-Trainee Program:

The purpose of the Worker-Trainee program is to hire and develop low-skilled disadvantaged persons. Although in 1978 the Controller's Office advised that no staff years were available for the program, the EEO Office negotiated two positions for worker-trainees. Because of a decrease of approximately \$11.4 million in our fiscal year 1979 budget request, we were limit to allocating only one position to the Worker-Trainee Program (see attachment I) for FY 1979.

(2) Cooperative Education Program:

a. High School - This is a non-baccalaureate program involving daily periods of planned work experience and related vocational study at high school. **GAO had 9 participants in 1978. Purpose of the program is to give students an opportunity to acquire practical experience in order to gain entry into their chosen field of work, and at the same time provide a vehicle through which future GAO staffing needs may be met (subject to applicable CSC certification regulations and procedures). The duties are of a clerical nature.**

b. College - This program involves a joint cooperative training effort to prepare students for entry into their chosen careers. Eighty-four persons participated last year. **Students must be enrolled in business administration, accounting, data processing, secretarial science, or some other discipline needed in GAO. Trainees work under the direct supervision of a coordinator and assist professional personnel in performing duties related to technical analyses, research and development, design and implementation of surveys, investigations, and testing. Appointment of the trainee upon graduation is made in accordance with guidelines established by the CSC and GAO. In addition, in 1978 a new cooperative education program was established to include graduate students. Sixty-six persons participated in this program in FY 1978. This brings the total to 159 the number of persons who participated in GAO's four Cooperative Education Programs in 1978.**

(3) Stay-In-School Program:

This program provides financially disadvantaged students attending an accredited local high school or college with an opportunity to complete their education. **Eligibility is based on the financial need of the student. Program participants are assigned to such positions as**

mail clerk, file clerk, clerk typist, student assistant, and auditing assistant. In September 50 students were participating in the program in headquarters and regional offices.

(4) Summer Internship Program:

This is a program designed to provide financial help and work experience for college students who are pursuing a degree in a field directly related to GAO audit staff positions, or a law degree. In 1978, 39 summer interns were employed at the GS-7 level in both, Audit and Legal Intern Programs.

The following tables show participants in the various outreach programs by race and sex.

Summer Audit Interns

	<u>Number Hired</u>	<u>Percent of Total</u>
White Women	4	22.2
Minority Women	0	0.0
Minority Men	<u>0</u>	<u>0.0</u>
Total Minority and White Women	4	22.2
White Men	<u>14</u>	<u>77.8</u>
Subtotal	<u>18</u>	<u>100.0</u>

Summer Legal Interns

	<u>Number Hired</u>	<u>Percent of Total</u>
White Women	10	47.6
Minority Women	2	9.5
Minority Men	<u>2</u>	<u>9.5</u>
Total Minority and White Women	14	66.7
White Men	<u>7</u>	<u>33.3</u>
Subtotal	<u>21</u>	<u>100.0</u>
Grand Total	<u>39</u>	
	—	

Stay-In-School

	<u>Participants</u>	<u>Percent of Total</u>
Minority Women	33	66.0
Minority Men	8	16.0
White Women	<u>6</u>	<u>12.0</u>
Total Minority Persons and White Women	47	94.0
White Men	<u>3</u>	<u>6.0</u>
Total	<u>50</u>	<u>100.0</u>
	—	—

Cooperative Education

High-School

	<u>Headquarters</u>		<u>Regions</u>		<u>Total</u>	<u>Percent</u>
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>		
Minority Women	0	0.0	0	0.0	0	0.0
Minority Men	3	100.0	0	0.0	3	33.3
White Women	<u>0</u>	<u>0.0</u>	<u>6</u>	<u>100.0</u>	<u>6</u>	<u>66.7</u>
Total Minority and White Women	3	100.0	6	100.0	9	100.0
White Men	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>
Subtotal	<u>3</u>	<u>100.0</u>	<u>6</u>	<u>100.0</u>	<u>9</u>	<u>100.0</u>

2-year and 4-year College

	<u>Headquarters</u>		<u>Regions</u>		<u>Total</u>	<u>Percent</u>
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>		
Minority Women	2	8.7	24	27.9	26	23.9
Minority Men	4	17.4	13	15.1	17	15.6
White Women	<u>9</u>	<u>39.1</u>	<u>33</u>	<u>38.4</u>	<u>42</u>	<u>38.5</u>
Total Minority and White Women	15	65.2	70	81.4	85	78.0
White Men	<u>8</u>	<u>34.8</u>	<u>16</u>	<u>18.6</u>	<u>24</u>	<u>22.0</u>
Subtotal	<u>23</u>	<u>100.0</u>	<u>86</u>	<u>100.0</u>	<u>109</u>	<u>100.0</u>

Graduate

	<u>Headquarters</u>		<u>Regions</u>		<u>Total</u>	<u>Percent</u>
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>		
Minority Women	8	15.1	2	15.4	10	15.2
Minority Men	7	13.2	1	7.7	8	12.1
White Women	<u>23</u>	<u>43.4</u>	<u>5</u>	<u>38.5</u>	<u>28</u>	<u>42.4</u>
Total Minority and White Women	38	71.7	8	61.5	46	69.7
White Men	<u>15</u>	<u>28.3</u>	<u>5</u>	<u>38.5</u>	<u>20</u>	<u>30.3</u>
Subtotal	<u>53</u>	<u>100.0</u>	<u>13</u>	<u>100.0</u>	<u>66</u>	<u>100.0</u>
Grand Total - All 4 GAO Cooperative Education Programs	<u>79</u>	<u>42.9</u>	<u>105</u>	<u>57.1</u>	<u>184</u>	<u>100.0</u>

Summary-Cooperative Education Programs

GAO-Wide

	<u>Total</u>	<u>Percent</u>
Minority Women	36	19.6
Minority Men	28	15.2
White Women	<u>76</u>	<u>41.3</u>
Total Minority and White Women	<u>140</u>	<u>76.1</u>
White Men	<u>44</u>	<u>23.9</u>
Grand Total	<u>184</u>	<u>100.0</u>

H. Program Evaluation

In FY 1977, a competitive selection process was instituted covering virtually all positions GS-13, 14, and 15. The purposes of this process were to fill positions from among the best qualified candidates, to help ensure the integrity of the process, to comply with Federal personnel regulations, and to foster equal employment opportunity for all employees. In 1978, the process was subjected to a major review. This review, basing a portion of its findings on the EEO Office's analyses, concluded that the percentages of minority men and women making selection certificates and actually being selected were low in comparison to white men and women. The data also show that white women had fared better than white men in making certificates and in being selected. During FY 1979, as significant numbers of minority men and women reach the top of the career ladder (now GS-12), the EEO Office will monitor their experiences under the system with an eye toward identifying any promotion disparities and, reasons why they exist.

Computer printouts of employment profiles by organizational units are provided monthly to the EEO Office for analysis. In addition to minority and sex code data by grade level, similar information is presented by general pay plans—professional, technical, and administrative/clerical. Statistical data is fed back quarterly to division/office directors so that they can better coordinate future staffing requirements with affirmative action employment goals.

As in previous years, an annual visual survey of employees was made by each division and regional office to determine whether statistical information maintained in the personnel data system agreed with the surveys. Some conflicting statistics were detected requiring several corrections in the personnel data system.

To fully assess the EEO situation in GAO, each division/office conducted a comprehensive systemic analysis to identify behaviors, practices, and structures that might need changing. For the analysis each organizational unit designated a representative audit team to examine its practices, policies, and standards for discriminatory impact. The basic concern was whether white and minority employees influenced and benefitted from management systems to the same extent. Analyses were made regarding the number of minority persons working in each organizational unit, the roles they played, and their opportunities for advancement. Central focus was on measurable systemic occurrences which might be discriminatory. Questionnaires and confidential employee interviews were among the data-gathering techniques used. The assessments sought to identify changeable causes and actions to prevent and eliminate discrimination. Each division/office was required to address such questions as: how many minority persons were employed in the unit; what were their jobs, both in terms of grade-levels and classifications;

what were their actual functions on a day-to-day basis, and how important were those functions; were there any locations with few minority persons; were minorities sharing equally in awards, training, promotions, etc.

Summarizing any identified problems, each organizational unit developed plans for resolving its problems followup analysis will be conducted after divisions and offices have worked on their particular problems over a reasonable period, probably on the order of about 18 months. These reviews will repeat the assessment procedures used in the initial analysis so as to determine whether new problems developed while old ones were being corrected, and whether the old ones have, in fact, been completely fixed.

II. EEO Complaint Processing Summary

Number of Complaints	Type of Complaint	
	Individual	Class
On hand at beginning of the year	2	1
Received during the year	6	0
Closed during the year	4	1
On hand at end of the year	2	0

III. Upward Mobility Program Achievement

- A. Number of employees at and below GS-9 or equivalent who participated in at least three planned upward mobility program activities and who were competitively promoted or reassigned into target positions.
 - 1. Within the same occupational series 2
 - 2. Into a different occupational series 23
- B. Number of employees at and below GS-9 and equivalent who participated in one or more upward mobility program activities but who were neither promoted nor reassigned. 28
- C. Universe of potential Upward Mobility Opportunities: Total number of position vacancies filled competitively through merit principles below GS-10 and equivalent in all series and from all sources. 496

C. ASSESSMENT OF THE EQUAL
EMPLOYMENT OPPORTUNITY SITUATION

As in prior years, extended out-reach efforts were made to obtain plan input from all employees and organizational units. The Management News publication ran articles soliciting plan input from individual employees wishing to submit their suggestions directly to the EEO Office. The EEO Advisory Council prepared a detailed statement of its concerns and recommendations and presented it directly to the Comptroller General at a meeting in July. Meetings were held with GAO officials having primary responsibility for various 1979 Action Plan items and whose responsibilities directly effect the over-all EEO Program, such as recruitment and upward mobility. Specific input was also solicited from the Women's Advisory Committee, FWP Coordinators, Hispanic Employment Program Coordinators, and other part-time EEO personnel in regions and headquarters.

Assessment dictated that the 1979 plan give priority attention to:

- coordinating field and headquarters EEO activities by visiting regional offices;
- continuing emphasis on the Upward Mobility Program, and study the feasibility of including permanent GS-344 Management Analyst Assistant positions as new avenues within the program;
- including an EEO element in the GAO First-Year Orientation Training Program;
- monitoring competitive selection processes;
- publicizing the availability of EEO for all GAO employees, and applicants for employment;
- continuing recruitment, employment, and advancement of women and minority persons for professional positions throughout the office;
- developing a career management system for support personnel;
- revamping the employee rating system;
- developing an induction program for upper-level hires; and
- conducting an EEO Program evaluation.

The following paragraphs provide specific assessment of these areas.

I. ORGANIZATION AND RESOURCES

(a) Training

The FY 1977 Action Plan contained provisions for EEO Office representatives to visit each regional office to explain the EEO Program, and answer related questions. The Comptroller General decided that all GAO employees would participate in a comprehensive in-house EEO training program designed to help participants develop a more sophisticated awareness of how the socialization process shapes functional racism. Since the course was in progress, the consensus was to schedule field visits after completion of the training so as to provide employees with a forum in which to ask questions concerning the course and its expectations for the future. Field visits were scheduled for FY 1978.

Since evaluation of the functional racism course was in progress, we did not visit field offices in FY 1978. However, assessment indicates that similar EEO related problems encountered and resolved in headquarters, have surfaced in various regional offices. Feelings are that headquarters and regional EEO plans should be better coordinated to integrate solutions to EEO related problems having Office-wide applicability.

In addition, regional EEO officers, EEO counselors, and staff members are unaware of most EEO activities in headquarters, and in other regional offices. Regional counselors are seeking a means by which to come together to discuss problems and matters of mutual concern; to provide input to the various EEO Office programs; and to obtain information regarding concerns and activities of the EEO Advisory Council.

A system is needed for assisting field offices in developing action plans for local EEO needs, and in planning actions to complement Office-wide efforts in eliminating particular EEO problems. In order to accomplish these objectives, and to provide for an interchange of ideas among regional EEO counselors and headquarters EEO Office staff in terms of developing preventive strategies for potential EEO problems, regional visits have been rescheduled for FY 1979. Also, regional EEO counselors will attend an EEO counselor training conference developed and hosted by the EEO Director and his/her staff.

Physically and mentally handicapped persons fall within the purview of the EEO Program, and they are afforded access

to the EEO complaint processes. Since EEO laws covering handicapped persons are relatively new, agency-wide officials should have training on the various laws, regulations, programs, and policies affecting handicapped employees.

A meeting with a group of new professional employees revealed that some of them were unaware that GAO had an EEO Affirmative Action Program--some of them had never seen the FY 1978 EEO Action Plan although annually each employee receives a copy. The "first-year Orientation Training Program" for new employees should include an element on the GAO Affirmative Action Program, and each employee should be given a copy of the most recent EEO Action Plan upon joining GAO.

A number of employees such as temporaries, Stay-In-School Program participants, Cooperative Education Program participants, persons with jobs not to exceed 700 hours, etc., feel that they can not use the EEO processes. There is a need to disseminate information throughout the office advising that the EEO Program is for all employees without regard to employment tenure.

The target date for conducting a pilot of a sexism training course was September 30, 1978. An earlier date was not established because development of the course was hinged to a comprehensive evaluation of the GAO functional racism course. The evaluation is still in progress, and EEO training efforts have been redirected to a total antidiscrimination concept, with individual headquarter and regional offices developing strategies to deal with their own particular problems. Decisions on the next phase of EEO training depends on results of the functional racism evaluation. (See page C25, Functional Racism Evaluation.)

Assessment identified a need to increase the number of Hispanic Employment Program Coordinators to augment the overall program, and to improve cooperation and understanding among the various sectors of EEO activity. In addition, there were no provisions for periodic meetings of Hispanic Employment Program Coordinators.

Specific actions have been included in section "D" of this plan to increase the number of Hispanic Employment Program (HEP) Coordinators, and to provide for periodic meetings with both headquarters and regional HEP coordinators.

(b) Competitive Selection Process

Monitoring of the GAO competitive selection process continues. Some progress has been made toward increasing the representation of women and minority persons in upper-level management positions, but further improvement is needed. Data were collected and analyzed from Job Opportunity Announcements (JOA's) processed from December 1976 to July 1978 which attracted 6644 applications from 2657 applicants. Applications and applicants were divided into five categories by race and by sex--applications processed; applications certified; persons applying for positions; persons certified; and persons selected. Results are displayed in the table on pages C7 and C8. The table reflects only GAO employees who applied for positions at GS-13 to GS-15 levels, because of the inability to identify race and/or sex of persons from other agencies who applied for GAO positions (unless of course, an outside person was selected).

The table shows that 61 or 49 percent of white female applicants made certificates with 32 or 52 percent being selected for positions. This compares with 990 or 41 percent of white male applicants making certificates and 330 or 33 percent being selected. In reference to minority persons, 30 or 29 percent of minority male applicants made certificates with 8 or 27 percent being selected for positions, compared with 10 or 31 percent of minority female applicants making certificates and 2 or 20 percent being selected. It should be noted that 2520 white persons submitted 6232 applications for positions under the competitive selection system, while only 137 minority persons submitted 412 applications.

In January 1978, we found that 1545 white persons submitted 3456 applications for job opportunities--equating to an average of 276 white persons each submitting 2.3 applications per round. Sixty-nine minority persons submitted 145 applications for job opportunities --equating to an average of 12 minority persons each submitting 2.2 applications per round.

Further analysis showed that approximately 178 minority persons were GS-12's or above, making them eligible for promotion or reassignment, subject to the CSC "one-year-time-in-grade" requirement. In addition, 105 of the 178 persons had exceeded the time-in-grade requirement.

In February 1978, in an effort to determine why minority persons may not be responsive to the selection process, a

questionnaire was sent to 105 minority employees in grades 12 and above who were eligible to apply for promotion or reassignment through the competitive selection system. There were 55 respondents (52 percent) to the questionnaire. The questionnaire sought to identify individuals' perceptions of the system by checking, as appropriate, several listed factors which they might have considered to be inhibitors in applying for vacancies. They were then asked to rank, in order of perceived importance, the factors they had checked. However, some major problems with the ranking were identified as follows:

- some factors that were checked were not ranked;
- more factors were ranked than were checked; and
- many concerns were cited although they were not included in the list of inhibiting factors.

The respondents included 27 at GS-12, 16 at GS-13, 10 at GS-14 and 2 at GS-15. Fifty-five percent of all respondents said they were inhibited by a belief that divisions and offices would fill vacancies with applicants from their own units, and "outsiders" had little chance of being picked. Seventy-one percent or 22 of the headquarters respondents cited this factor, compared to 8 or 33 percent in the field. The group that most often cited this as an inhibiting factor (89 percent) were GS-13's in headquarters. It was not cited by any of the GS-13's responding from the field.

Generally speaking, respondents indicated a critical view of competitive selection as they presented their perceptions in the open-ended portion of the questionnaire. The principal inhibitors to their applying were reported as follows (clarifying comments in parentheses):

- 1/ No black employee had been promoted under competitive selection (true as of the date of the survey, although a distinction should be made between promotions and selections involving laterals).
- 2/ Competitive selection appears geared toward employees who joined GAO after completing college (the comparative disadvantage of upper-level hires implicit in this perception, reported by others including the Career Management Committee in its First Annual Report, has been addressed by a change in panel consideration of education attainment and by the addition to the panel pool of more upper-level hires).

- 3/ It appears that the competitive selection process is as subjective as previous processes--many positions are created for specific individuals. In order to come out on top in the selection process, a person must have a sponsor or sponsors. Given the subjective nature of the process in its present form and the existence of functional racism in GAO, promotions will become even more difficult for minority persons. (Unlike that previous process, competitive selection utilizes posted vacancies, open competition, and scoring of candidates by a panel).
- 4/ Competitive selection seems designed to inhibit minorities from advancement.
- 5/ Competitive selection systematically discriminates against black persons because most vacancies contain the critical job element of supervision and blacks generally are not provided opportunities to display this ability (a perception inconsistent with that reported by respondents to a racist/sexism survey conducted in conjunction with the single agency series project).
- 6/ Competitive selection operates like "a closed private club" opposing the progression of upper-level hires and minorities (also not supported by respondents to the single agency series survey).

It is clear from the above that serious misperceptions exist about competitive selection among minority personnel. Hopefully, the re-evaluation of the process currently underway will lead to correction of these misconceptions among all staffers.

Twelve of the 20 respondents who commented on the questionnaire cited the same perceptions as those contained in item 3 above. The next two charts are summaries of the results of the competitive selection process from inception (October 1, 1976) to July 7, 1978.

Summary - Competitive Selection Process

	<u>Applications Processed</u>					<u>Applications Certified</u>				
	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>	<u>T</u>	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>	<u>T</u>
12/17/76	24	657	5	12	698	6	160	0	1	167
01/24/77	35	954	2	34	1025	10	234	1	1	246
03/15/77	13	412	5	4	434	5	113	0	2	120
06/30/77	33	532	10	19	594	21	175	1	5	202
09/21/77	17	485	12	25	539	5	142	2	2	152
12/06/77	9	286	3	13	311	6	87	0	1	93
04/04/78	58	1386	31	103	1578	10	318	7	10	345
05/02/78	13	342	6	18	379	3	93	0	4	100
05/31/78	39	425	25	23	512	10	72	3	9	94
07/07/78	49	463	19	43	574	15	94	7	8	124
Total	290	5942	118	294	6644	91	1488	21	43	1643

	<u>Persons</u>					<u>Persons Certified</u>				
	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>	<u>T</u>	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>	<u>T</u>
12/17/76	7	258	1	7	273	4	102	0	1	107
01/24/77	17	292	2	7	318	8	133	1	1	143
03/15/77	6	170	3	4	183	3	70	0	2	75
06/30/77	19	267	3	13	302	12	140	1	5	158
09/21/77	12	334	5	15	366	6	112	1	2	121
12/06/77	5	159	2	6	172	2	68	0	1	71
04/04/78	21	423	5	24	473	8	180	2	7	197
05/02/78	7	179	3	9	198	3	74	0	4	81
05/31/78	12	132	4	7	155	5	44	2	3	54
07/07/78	18	182	4	13	217	10	67	3	4	84
Total	124	2396	32	105	2657	61	990	10	30	1091

	<u>Persons Selected</u>				
	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>	<u>T</u>
12/17/76	4	35	0	1	40
01/24/77	5	53	0	0	58
03/15/77	1	26	0	0	27
06/30/77	6	44	0	0	50
09/21/77	3	32	0	0	35
12/16/77	2	19	0	0	21
04/04/78	3	66	0	3	72
05/02/78	0	21	0	1	22
05/31/78	2	16	0	2	20
07/07/78	6	18	2	1	27
Total	32	330	2	8	372

Codes

WW=white women
 WM=white men
 MW=minority women
 MM=minority men
 T = total

Note: Schedule represents only GAO employees applying for GS-13 to GS-15 positions.

Percentages - Competitive Selection Process

	Average Applications Processed Per Person				Percent of Applications Certified			
	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>
12/17/76	3.4	2.5	5.0	1.7	25.0	24.4	0.0	8.3
1/24/77	2.1	3.3	1.0	4.9	28.6	24.5	50.0	2.9
3/15/77	2.2	2.4	1.7	1.0	38.5	27.4	0.0	50.0
6/30/77	1.7	2.0	3.3	1.5	55.3	32.9	10.0	26.3
9/21/77	1.4	1.2	2.4	1.7	35.3	29.3	16.7	8.0
12/06/77	1.8	1.8	1.5	2.2	55.6	30.4	0.0	7.7
4/04/78	2.8	3.3	6.2	4.3	17.2	22.9	22.6	9.7
5/2/78	1.9	1.9	2.0	2.0	23.1	27.2	0.0	22.2
5/31/78	3.3	3.2	6.3	3.3	25.6	16.9	12.0	39.1
7/07/78	2.7	2.5	4.6	3.3	30.6	20.3	36.8	18.6
Total	<u>2.5</u>	<u>2.3</u>	<u>3.9</u>	<u>2.8</u>	<u>31.4</u>	<u>25.0</u>	<u>17.8</u>	<u>14.6</u>

	Percent of Persons Certified				Percent of Certified Persons Selected			
	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>
12/17/76	57.1	39.5	0.0	14.3	100.0	34.3	0.0	100.0
1/24/77	47.1	45.5	50.0	14.3	62.5	40.1	0.0	0.0
3/15/77	50.0	41.2	0.0	50.3	33.3	37.1	0.0	0.0
6/30/77	63.2	52.4	33.3	38.5	50.0	31.4	0.0	0.0
9/21/77	50.0	33.5	20.0	13.3	50.0	28.6	0.0	0.0
12/06/77	40.0	42.8	0.0	16.7	100.0	27.9	0.0	0.0
4/04/78	38.1	42.6	40.0	29.2	37.5	36.7	0.0	42.9
5/02/78	42.9	42.5	0.0	44.4	0.0	28.4	0.0	25.0
5/31/78	41.7	33.3	50.0	42.9	40.0	36.4	0.0	66.7
7/07/78	55.6	36.8	75.0	30.8	60.0	26.9	66.7	25.0
Total	<u>49.2</u>	<u>41.3</u>	<u>31.3</u>	<u>28.6</u>	<u>52.5</u>	<u>33.3</u>	<u>20.0</u>	<u>26.7</u>

	Percent of Persons Selected from Total Applications			
	<u>WW</u>	<u>WM</u>	<u>MW</u>	<u>MM</u>

12/17/76	16.7	5.3	0.0	8.3
1/24/77	14.3	5.6	0.0	0.0
3/15/77	7.7	6.3	0.0	0.0
6/30/77	18.2	8.2	0.0	0.0
9/21/77	11.8	6.6	0.0	0.0
12/06/77	22.2	6.6	0.0	0.0
4/04/78	5.2	4.8	0.0	2.9
5/02/78	0.0	6.1	0.0	5.6
5/31/78	5.1	3.8	0.0	8.7
7/07/78	12.2	3.9	10.5	2.3
Total	<u>11.6</u>	<u>5.6</u>	<u>1.7</u>	<u>2.7</u>

Codes

WW=white women
 WM=white men
 MW=minority women
 MM=minority men
 T= total

Note: Schedule represents only GAO employees applying for GS-13 to GS-15 positions.

II. DISCRIMINATION COMPLAINTS

Below is a breakdown of the time it took to process six individual complaints which were either received or in process between August 1977 and June 1978. In addition to these, two additional complaints were received which are not included in the analysis because they were rejected.

<u>Stage in the Process</u>	<u>Average Days</u>	<u>Range in Days</u>
1. Filing the complaint to start of investigation	19	6-30
2. Conducting investigation	37	27-56
3. Completion of investigation to meeting for informal adjustment	45	17-73
4. Failure at informal adjustment to agency proposed disposition	5	5*
5. Complainant requests a hearing to agency requests CSC examiner	10	10*
6. Agency request for an examiner to appointment of examiner	36	36*
7. Appointment of examiner to hearing conducted	56	56*

*This is one single complaint with no average days or range in days.

Assessment did not indicate any present or potential problems within the Office in respect to processing discrimination complaints (Also see Section B, page 5.

III. RECRUITMENT

(a.) Goals and Timetables

Consistent with the FY 1977 Affirmative Action Plan, GAO developed a comprehensive system for establishing EEO goals. The system is aimed at providing a statistically sound gauge for measuring the mix of minority persons and women in our workforce with the ultimate objective being the employment of substantially the same percentage of minority persons and women as are available in the external labor force from which the Office recruits.

As explained in the FY 1977 and 1978 plans, several variables must be considered in addition to the mathematical computation of EEO goals. These variables include (1) the ability of GAO to compete for, hire and retain minority persons and women, and (2) the estimated number of positions to be filled in each region and in the Headquarters office.

EEO goals were developed for FY 1979 based on the mathematical computations of our system, with some consideration given to variables, such as the difficulties GAO has experienced in recruiting and hiring women. The goals for FY 1979 and the following years will vary somewhat depending on our success in the previous years. The external labor force data will be continually refined and updated as more information becomes available. (For a more detailed explanation of our system for projecting goals, see pages B through B in the "Accomplishment Report of this Plan.") Entry-level and upper-level recruiting goals for FY 1979 can be found on pages D and D (Report of Specific actions for the coming year.)

As a result of House action that approved an across-the-board cut in the legislative branch appropriation, the GAO budget request was decreased by \$11.4 million. This forced us into a hiring freeze situation, and may hinder the achievement of recruitment goals established for FY 1979.

(b) Analysis of Employment Profile

Improvement continued in the overall employment profile during 1978, and efforts for further progress are on-going (See table on page C27.) The total GAO workforce increased by 213 persons—an increase of 4.0 percent. Minority employment increased by 15.1 percent or 135 persons—63.4 percent of the increase in the total GAO workforce. Minority employment in grades 1 through 4 increased from 43.4 to 45.8 percent—up 2.4 percent. In grades 5 through 8 it rose from 37.4 to 37.6—up 0.2 percent. In grades 9 through 11 it went from 19.6 to 20.0 percent—an increase of 0.4 percent. A change also occurred among white

persons in these same grades during the 12 month period. White employment in grades 1 through 4 decreased from 56.6 to 54.2 percent, and in grades 5 through 8 it dropped from 62.6 to 62.4 percent.

In grades 12 and 13 minority employment climbed from 7.0 to 9.5 percent an increase of 66 persons or 2.5 percent. Among white persons in these grades it dropped from 93.0 to 90.5 percent—a decrease of 138 persons. In grades 14 through 18 minority employment increased from 2.3 to 2.9 percent, while white employment decreased from 97.7 to 97.1 percent.

On June 30, 1977, 902 minority persons comprised 16.9 percent of the General Schedule workforce. On June 30, 1978, the figure had increased by 135, bringing their number to 1037 or 18.7 percent. During the same period white employment rose from 4429 to 4507, an increase of only 78 persons.

This chart shows the two-year change in the minority composition of the workforce according to grade grouping.

Minority Persons as a
Percentage of All Employees

	<u>July 1975</u>	<u>July 1976</u>	<u>June 1977</u>	<u>June 1978</u>	<u>'77-'78 Change</u>
1-4	43.8	38.9	43.4	45.8	+ 2.4
5-8	33.7	34.6	37.4	37.6	+ 0.2
9-11	15.5	18.2	19.6	20.0	+ 0.4
12-13	4.1	5.2	7.0	9.5	+ 2.5
14-15	1.3	2.3	2.3	2.9	+ 0.6
16-18	2.3	2.3	2.3	3.4	+ 1.1
Total	15.1	16.0	16.9	18.7	+ 1.8

This chart shows changes in the female composition of the workforce according to grade grouping.

Women as a
Percentage of All Employees

	<u>July 1975</u>	<u>July 1976</u>	<u>June 1977</u>	<u>June 1978</u>	<u>"77-'78 Change</u>
1-4	78.6	77.1	77.5	78.3	+ 0.8
5-8	68.4	72.3	80.9	81.4	+ 0.5
9-11	20.0	24.8	29.9	34.9	+ 5.0
12-13	7.1	7.6	9.2	11.4	+ 2.2
14-15	1.3	2.0	2.7	3.4	+ 0.7
16-18	1.2	1.1	1.1	1.1	+ 0.0
Total	26.8	28.5	30.3	32.9	+ 2.6

The tables on pages C27 through C30 offer more detailed analysis of the minority and female profiles in 1977 and 1978. While recognizing that progress has been made, the table clearly show that more emphasis is needed in employing minority men and both white and minority women in grades 12 and above. It is necessary to not only set goals for white women, but to also include specific targets for Black, Hispanic, Native American, and Oriental women, as this plan does.

Nine occupational categories were analyzed to determine the representative employment range of GAO employees. Each occupational category represented one percent or more of the GAO workforce, and together accounted for 4682 positions or 84.5 percent of the total general schedule workforce as of July 29, 1978. They included 90.6 percent of all white men, 72.8 percent of all white women, and 1.2 percent of all minority men and women. These statistics were compared with November 30, 1976 government-wide general schedule employment figures in the same occupational categories, by sex and by minority group designation. The November 30, 1976 figures were the most current government-wide employment statistics available. For this analysis the "central tendency" approach was adopted in determining the representative employment range for minority employees. The Civil Service Commission used this approach when presenting Federal employment statistics in 1974. The "central tendency" considers the percentage (plus or minus 25 percent) of whites and minorities, by sex, employed in each occupational category in the Federal or base reference workforce. For example, if the percentage of minorities in the Federal workforce in a particular occupation is 10 percent, 25 percent of that percentage is 2.5 percent. The representative (Federal) employment range for minorities is therefore between 7.5 percent and 12.5 percent for that specific occupation.

Comparison of the GAO and Federal statistics in the nine occupations shows that white women in GAO were above the representative range in one occupation, within the range in three, and below the range in five—general clerical, secretary, management analyst, management clerical and assistant, and paralegal specialist.

When taken together, all minority employees, men and women, were above the representative range in five occupations, within the range in two, and below the range in two—computer specialist, and general attorney.

Black persons taken separately were within the representative range in two occupations, above the range in five and below the range in two—computer specialist, and general attorney.

Hispanic persons taken separately were within range in five occupations, above the range in two, and below the range in two—general clerical/administrative, and administrative clerical and assistant.

It should be noted, however, that the Federal-wide data has not been updated since November 30, 1976. The following comparative tables provide a detailed analysis of minority representation in the nine occupations. Because of the small representation of Hispanic persons in the general clerical/administrative, and administrative clerical and assistant categories, an action has been incorporated in section "D" (report of specific actions for the coming year) to increase their representation.

Minority/Sex Distribution By White-Collar Occupation
Full-time Permanent Federal Government and GAO Employees

Occupation Series, Title, and No. of Employees	% Total		% Black		% Hispanic		% American Indian		% Oriental		% White	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Gen. Clerical/Adm. GS-301 Federal (142,637) ^{1/}	100.0	57.3	19.3	14.2	2.6	1.3	1.3	0.8	0.8	0.5	73.0	40.0
GAO (107) ^{2/}	100.0	66.4	55.1	38.3	0.9	0.9	0.0	0.0	0.9	0.9	43.0	26.2
Secretary - GS-318 Federal (61,877)	100.0	99.3	13.9	13.8	2.1	2.1	0.9	0.9	1.0	1.0	82.1	81.6
GAO (425)	100.0	99.8	36.2	36.0	2.1	2.1	0.0	0.0	1.2	1.2	60.5	60.5
Clerk Typist GS- 322 Federal (67,590)	100.0	95.1	17.5	16.6	3.5	3.1	2.1	1.9	0.9	0.8	76.0	72.6
GAO (253)	100.0	90.1	27.3	25.3	5.5	4.7	0.4	0.4	2.0	1.6	64.8	58.1
Computer Special- list GS-334 Federal (24,860)	100.0	37.2	23.4	11.7	3.8	1.0	0.5	0.2	1.3	0.5	71.0	23.8
GAO (60)	100.0	23.3	3.3	1.7	3.3	1.7	0.0	0.0	0.0	0.0	93.3	20.0
Mgmt. Analyst GS-343 Federal (10,283)	100.0	23.8	7.2	3.3	1.3	0.3	0.2	0.1	1.0	0.2	90.3	20.0
GAO (1,288)	100.0	18.2	7.8	3.8	1.8	0.2	0.0	0.0	1.5	0.5	89.0	13.7

^{1/} Federal-wide data as of November 30, 1976.

^{2/} GAO data as of July 29, 1978, and represents categories that contain at least one percent of the total GAO workforce.

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Minority/Sex Distribution By White-Collar Occupation
Full-time Permanent Federal Government and GAO Employees

Occupation Series Title, and No. of Employees	% Total		% Black		% Hispanic		% American Indian		% Oriental		% White	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
	Mgmt. Clerical and Asst. GS-344 Federal (4,090)	100.0	70.3	14.3	9.8	2.7	1.9	0.4	0.4	1.1	0.7	81.5
GAO (179)	100.0	60.3	21.8	15.6	1.7	1.1	0.0	0.0	2.2	1.1	74.3	42.5
Accounting GS-510 Federal (21,277)	100.0	9.3	6.0	1.8	2.4	0.2	0.2	0.0	3.3	0.4	88.0	6.8
GAO (2,170)	100.0	8.8	6.0	2.2	2.1	0.3	0.1	0.0	1.3	0.2	90.5	6.2
Gen. Attorney GS- 905 Federal (13,848)	100.0	11.6	5.1	1.3	0.9	0.2	0.1	0.0	0.8	0.1	93.2	10.0
GAO (133)	100.0	14.3	2.3	0.0	0.8	0.0	0.0	0.0	0.0	0.8	96.2	13.5
Paralegal Special- ist GS-950 1/ Federal (708)	100.0	50.6	14.6	12.0	1.4	0.8	0.7	0.3	1.1	0.3	82.2	37.1
GAO (67)	100.0	44.8	25.4	23.9	1.5	0.0	0.0	0.0	0.0	0.0	73.1	20.9
Total - All GS Federal (347,170)	100.0	35.9	14.5	7.7	2.7	0.9	0.9	0.5	1.0	0.4	80.8	26.4
GAO (4,682)	100.0	28.2	12.2	8.5	2.1	0.7	0.1	0.0	1.4	0.5	84.2	18.4

1/ Includes former Claims Adjudicators.

(c) Support Staff:

To obtain the best available candidates for entry-level secretarial personnel, GAO needs a non-professional recruitment program similar to that for professionals (where recruitment goals are established based on a compilation of educational attainment data). Recruiters could visit local schools, speak to and advise potential graduates of a possible career with GAO, review educational attainment records, and interview principals and/or teachers concerning employability of possible candidates—with a view toward improving the Office's minority profile.

Another alternative would be to work out an agreement whereby the schools would submit a list of their most qualified potential graduates. From the listing, GAO would make selections and interview the best qualified candidates for appointment upon graduation (in accordance with established guidelines). Preparation could be made for the selected candidates to receive general orientation to acquaint them with GAO's organization and to provide other information useful during their first few months on the job.

Since many of these graduates lack practical experience from working on a job, technical seminars and workshops in such areas as typing, shorthand, grammar, telephone manners, filing, proofreading, and office protocol, would be periodically scheduled throughout the employee's first year with GAO.

IV. FULL UTILIZATION OF SKILLS AND TRAINING

(a) Time-in-Grade Study:

The Office of Personnel Development and Services completed two studies analyzing the progression of minority, white female, and white male professionals hired at entry-level positions (GS-7 and 9) in audit job categories. One study was a follow-up of an analysis conducted in fiscal year 1977 of persons hired in calendar year 1973. The other study, conducted in fiscal year 1978, analyzed the progression of persons hired in calendar year 1974. Results of both studies are discussed in section "B" (accomplishment report) of this plan and in attachment II.

(b) Career Management System - Support Staff:

A frequently voiced complaint among secretaries and other support personnel in GAO is that they are not being given an opportunity to use their skill fully. Perhaps one result is that their positions may be difficult to justify based on actual work performed; i.e., predominately typing, mail distribution, etc. A more subtle and far more serious result, however, is the inability to find a productive outlet for their talents. Some support personnel lose motivation and some even became alienated toward their work.

While the Upward Mobility Program offers career mobility for low graded employees, there are no, or few other opportunities for career growth within GAO's support position structure.

A job enrichment/enlargement program could provide an opportunity for those who show an interest, to use their skills and abilities more fully and thereby achieve more job satisfaction. Such a program would add greater challenge, responsibility, variety and independence to the job.

Establishing this program would require support and recognition by the directorate and cooperation of the staff manager, individual secretary and supervisor. Each job would be tailored to the needs of the organization as well as the individual whose job is involved.

Depending upon the success of initial efforts and the level of enthusiasm and effectiveness of individual secretaries, it is conceivable that career growth potential

could be enhanced by establishing a new job series for administrative assistant-type positions. These would be quasi-professional positions in which grade potential could possibly grow to the GS-7 or GS-8 level.

These positions, it is recognized, would require classification review to insure that they are supportable in the series and at the grade levels requested.

The Organization and Management Planning staff recognized this support personnel problem, and has provided basic input so that OPDS can begin to develop a career management system for support personnel. The system will include the components of performance appraisal, counseling, training, and promotion system.

(c) Career Counseling and Performance Appraisals:

A subcommittee composed of nine top management officials (3 from the Career Management Committee, 3 from line divisions, and 3 from field offices) was established to guide the Career Management Task Force in developing a Counseling Training Program to include personnel counseling, effectiveness appraisals, performance coaching, career guidance, problem referrals, etc.

In the spring-summer of 1977 work progressed on the development of four content manuals intended to be central in the Counseling/Training Program design. These four manuals addressed performance coaching, problem identification and referral, career counseling, and performance appraisal. In December 1977, three steering committees identified a need for skills training, in addition to the content manuals, to enable supervisors and subordinates to communicate effectively during coaching, problem identification, career counseling, and performance appraisal discussions. Identification of the need for skills training introduced a new dimension into the training design process and required setting aside the contents manuals, and to concentrate on developing a general training design which would encompass both content and interpersonal communication skills in the four areas of concern.

Pilot testing and final revision of the Counseling/Training Program is expected to be completed by December 1978, and delivery of the training to all GAO employees is currently scheduled for June 1980.

(d) Induction Program for Upper Level Hires:

In recent years GAO has employed many persons trained or experienced in fields other than accounting or auditing--such as engineers, economists, mathematicians, public administrators, etc. Many of these individuals have been hired above the normal entry level. However, no formal plan or program has been established to insure that these professionals receive the necessary training and guidance to accelerate their contributions and integration into the office.

As a result, GAO may be failing to fully capitalize on the expertise which these individuals bring into the organization, and the individuals--both minority and non-minority--may not reach their full potential within GAO.

It appears that the best outcome for both the upper-level hire and the organization calls for an induction strategy which provides adequate training in those areas which are unique to GAO while maximizing the challenge, responsibility, and importance of the employee's assignments.

Probably the most vital factor in the transition of an upper-level hire into the GAO organizational structure is the relationship between the first level supervisor and the new employee. Because of failure to establish a clear understanding of what the organization expects of the new employee and of what the new employee expects of the organization, a situation may be created which does not meet the needs of new employee or of the organization. It is important, therefore, to establish open lines of communication through which the supervisor may promote the needs of the organization and the employee may openly express his own needs.

One approach to facilitate the induction process would be to assign a temporary sponsor--other than the first level supervisor--who could monitor the individual's progress and provide informal guidance in career development. The sponsor would also insure that the new employee received the formal and on-the-job training which are vital to achieving his/her maximum productivity in this organization.

A second consideration should be that of more profitably utilizing the skills which these professionals bring into the organization by matching job assignments

and skills. The new employee should be given a job in an area in which he/she has prior experience so that he/she can make an immediate contribution in a task which has consequences for the organization. This would create immediate commitment through involvement of the new person in a meaningful organizational activity.

An action has been incorporated in section "D" of this plan to develop a program that will provide formal and on-the-job training for new upper-level hirees.

V. UPWARD MOBILITY

(a) Background:

One hundred and eight employees have entered GAO's "Preprofessional" Upward Mobility Program (UMP) since the first person entered in 1973. Forty-seven participants have successfully completed UMP training and are now assigned to positions as Management Analysts, Claims Adjudicators, Editors, or Computer Technicians; forty-seven are in training; and fourteen did not complete the program for various reasons.

(b) Eligibility requirement:

A task force which developed GAO's Upward Mobility Program in 1973 established as one of the minimum program eligibility requirements that employees have one year GAO work experience. This requirement was used in advertising upward mobility positions in fiscal years 1974-1977.

During the latter part of FY 1977, the task force reconvened to discuss changes occurring within GAO which may impact on UMP; and to consider modifications in UMP to accommodate the changing population. The task force recommended that beginning in FY 1978, a two-year GAO experience requirement be imposed on persons applying for the program; and that the requirement be extended to three years in FY 1979. Purpose was to encourage employees to seek other career avenues before considering UMP, thereby minimizing the chances of UMP being improperly used. The recommendations were adopted in early FY 1978.

While the Women's Advisory Committee agrees that persons should seek out all other career opportunities before applying for UMP, they feel career opportunities for the support staff are so limited that extension of GAO's service requirement is unwarranted.

A survey of 18 upward mobility programs at other agencies showed 13 agencies do not impose agency service requirements, and 5 require one year. One agency previously maintained a two-year agency service requirement, but reported that the CSC rejected their UMP plan because the requirement was viewed by CSC as a "non-merit factor".

The Office will review the legality of, and the need for, the extended agency experience to ensure that persons having the ability (including desire) to acquire and use

skills and knowledges needed to successfully perform higher-level work are not excluded from applying and participating in UMP.

(c) New UMP Avenues:

The FY 1978 EEO Action Plan calls for continued emphasis on UMP, and studying ways for program improvement. This assessment identified a need to study the feasibility of including permanent GS-344 Management Analyst Assistant positions in UMP, ranging to perhaps GS-7 or GS-8, so that GAO could better meet its obligation to provide the maximum opportunity for employees to reach their highest potential. Similar opportunities are now being provided for persons in other fields such as law, education, medicine, and accounting.

(d) Matching Divisions' Needs with Candidates' Desires:

In an effort to further develop the upward mobility program that will assure equality for all interested parties, it appears there needs to be a better match of division needs with potential candidates and a more equitable handling of resources committed to this program.

The current program requires the divisions to identify upward mobility needs but leaves them with little choice of how they will satisfy such needs. At the same time the upward mobility candidates have very little choice as to the division where they desire to enter the program. Thus, we have dissatisfaction by both parties.

Divisions are responsible for funding all related training, absorbing the time away from the job for training and filling positions from existing authorized division staff years. Yet the division has no voice in selecting the upward mobility candidates assigned, and the candidates themselves have no say in selecting the division or type of work they may prefer.

Since potential candidates may not be adequately exposed to the program or possibilities available, assessment dictates that division and office representatives provide all UMP candidates with an overview of the types of work being done in their respective division and allow upward mobility candidates to apply for positions of their choice. This could be worked into the selection process to minimize or eliminate dissatisfaction. Care would have to be taken not to thereby foster the reality or illusion of internal selection bias.

VI. SUPERVISORY AND MANAGEMENT
COMMITMENT

Better Use of Special Staff Abilities

The office has never had a viable system for assigning personnel to jobs in which there was bilateral agreement between supervisor and subordinate that the assignment was most suited to the subordinate's strengths and talent. A cause and a result has been that assignment systems do not capitalize on specific skills, individual strengths and weaknesses. For example, some people are excellent researchers but poor analysts; or good analysts but poor supervisors; some have knack of knowing just the right questions to ask and the appropriate amount of detail needed to support findings; others have an excellent perception of broad program of broad program implications but stumble in details; still others are excellent writers; etc.

In the present system each professional staff, regardless of training, background, skills and special talents, is expected to do all aspects of an assignment equally well. The results of this approach may have been the exclusion of staffers--including women and minority persons--from certain job assignments based on the poor performance of others within the same class. Managers and supervisors should be committed to identifying, developing, and matching special skills of their staff without regard to myths, or any of the EEO inhibiting factors.

If the GAO assignment systems, coupled with a commensurate awards system, were as they should be, individuals would do exactly what they do best, and overall job performance and productivity would likely increase. It is important to point out, however, that by concentrating on those skills already possessed, a staffer may fail to develop the wider range of talents which contribute to advancement beyond the career ladder.

VII. COMMUNITY OUTREACH

See "Worker-Trainee Program" (Attachment No. I), and pages B14 and B15 (accomplishment report) of this plan.

There are a number of special programs in which GAO participates in fulfilling some of its staff resource requirements, and in identifying individuals who are capable of performing special tasks. Some examples are:

- summer intern;
- cooperative education (2-year and 4 year Colleges);
- faculty fellowship; and
- expert/consultant.

These and other such programs are excellent sources of talent which should be used judiciously and effectively in assisting GAO in carrying out its program review and auditing functions. They also provide a worthy opportunity to significantly improve the employee profile with respect to women and minority persons.

Analysis of current Faculty Fellowship and Expert/Consultant programs showed a severe lack of participation by women and minority persons. A vehicle for identifying potential participants and monitoring the level of participation appears to be non-existent. In regard to the Faculty Fellowship program, managers typically identify potential candidates and ask them to apply. Once individuals apply and are found to be eligible they are added, by name, to a list of eligible candidates which is circulated to the various offices for their selection. The same process basically holds true for the Expert Consultant program, the difference being in the area of administrative procedures. With respect to both programs, the current GAO system does not allow for a race/sex break-out of potential candidates for program participation.

Assessment shows a need to develop a more effective system for identifying and recruiting program participants, and for increasing participation by women and minority persons to a level as high as possible, given their relative scarcity in these specialized fields.

VIII. PROGRAM EVALUATION

Functional Racism Evaluation:

The FY 1978 assessment dictated a need to evaluate the effectiveness of GAO's functional racism training program. Early in the plan year a decision was made to develop a GAO Antidiscrimination/Human Relations Program (A/HR), which will result in an evaluation of the functional racism program. Phase I of the Antidiscrimination/Human Relations Program ended with the completion of the functional racism training.

We are now in the midst of Phase II, wherein Divisions/Offices and Regions are developing their own "grass-roots" plans to address the broad range of issues—including race relations—which surfaced during Phase I. During Phase II, the role of the A/HR staff is to give technical assistance, encouragement, and provide the necessary resources (including consultants, where needed) for developing and implementing the various plans. Experts in data analysis also have the responsibility of resolving various issues regarding the utility and applicability of the data which was collected in Phase I. In the meantime consultants are assisting several units in the development of their own data base for initial program planning.

Phase III will reflect the most successful ideas which have been developed and implemented during Phase II, and it will usher in a unified, comprehensive approach for dealing with agency-wide issues on an "on-going" basis. While discussions have already begun regarding Phase III, actual development must await further implementation of Phase II. Completion of the Phase II plan is scheduled for September 15, and implementation is scheduled for October 1, 1978.

Employee Census:

Maintaining accurate statistical data on employment of minority group persons continues to be a problem. In many instances statistical information maintained in the personnel data system conflicted with visual surveys conducted by divisions and regional offices. It was initially determined that the conflicts were caused by administrative oversights—this could still be the case. However, the errors could invariably be the results of a larger problem needing priority attention. Until the problem can be isolated, and in the interest of maintaining accurate statistics, employee census reports from each division and office continue to be an annual requirement.

EEO Program Evaluation:

The EEO Advisory Council assessed how GAO evaluates its EEO posture and was pleased, in general terms, with its findings. However, the Council was concerned about the fragmented nature of evaluation efforts, the lack of a planning and evaluation model, and the in-house expertise in EEO evaluation that is not being tapped. The Council fears this will result in isolated studies having little or no meaning, or studies that do not really get to the heart of many problems GAO may have.

At its annual meeting with the Comptroller General and Deputy Comptroller General, the Council recommended the establishment of a comprehensive, systematic EEO evaluation program that would enable GAO to better identify potential problems, and to take corrective action before they become major problems. The recommendation was adopted, and an implementing action item is incorporated in section "D" of this plan.

General Accounting Office
 Analysis of GS Women Employees By Grade and Racial Status
 As of June 30, 1977 and June 30, 1978

	Total All Employees		Minority Women		White Women		All Women		All Men	
	1977	1978	1977	1978	1977	1978	1977	1978	1977	1978
All GS	5331	5544	569	685	1044	1138	1613	1823	3718	3721
% of total			10.7	12.4	19.6	20.5	30.3	32.9	69.7	67.1
GS - 1	30	47	22	32	6	8	28	40	2	7
2	71	98	34	49	19	35	53	84	18	14
3	123	150	27	53	69	70	96	123	27	27
4	221	319	66	92	102	142	168	234	53	85
Total 1-4	445	614	149	226	196	255	345	481	100	133
% of total			33.5	36.8	44.0	41.5	77.5	78.3	22.5	21.7
GS - 5	307	330	122	134	154	158	276	292	31	38
6	270	249	118	111	142	128	260	239	10	10
7	305	331	61	66	110	139	171	205	134	126
8	47	37	10	8	35	27	45	35	2	2
Total 5-8	929	947	311	319	441	452	752	771	177	176
% of total			33.5	33.7	47.5	47.7	80.9	81.4	19.1	18.6
GS - 9	438	331	29	44	112	95	141	139	297	192
10	6	5	--	1	4	2	4	3	2	2
11	616	529	45	38	127	122	172	160	444	369
Total 9-11	1060	865	74	83	243	219	317	302	743	563
% of total			7.0	9.6	22.9	25.3	29.9	34.9	70.1	65.1
GS - 12	1026	1163	26	46	92	131	118	177	908	986
13	834	901	6	8	48	50	54	58	780	843
Total 12-13	1860	2064	32	54	140	181	172	235	1688	1829
% of total			1.7	2.6	7.5	8.8	9.2	11.4	90.8	88.6
GS - 14	633	644	3	3	18	24	21	27	612	617
15	317	322	--	--	5	6	5	6	312	316
Total 14-15	950	966	3	3	23	30	26	33	924	933
% of total			0.3	0.3	2.4	3.1	2.7	3.4	97.3	96.6
Total 16-18	87	88	--	--	1	1	1	1	86	87
% of total					1.1	1.1	1.1	1.1	98.9	98.9

General Accounting Office
 Analysis of GS Employees by Grade and Racial Status
 as of June 30, 1977 and June 30, 1978

	Total All Employees		Black		Spanish Surname		American Indian		Oriental		Total Minority		Total Non-Minority	
	1977	1978	1977	1978	1977	1978	1977	1978	1977	1978	1977	1978	1977	1978
All GS	5331	5544	740	838	98	118	5	4	59	77	902	1037	4429	4507
% of total			13.9	15.1	1.8	2.1	0.1	0.1	1.1	1.9	16.9	18.7	83.1	81.3
GS- 1	30	47	22	36	1	2	--	--	--	--	23	38	7	9
2	71	98	46	55	--	3	--	--	1	2	47	60	24	38
3	123	150	29	55	4	5	--	1	2	3	35	64	88	86
4	221	319	76	99	5	14	--	--	7	6	88	119	133	200
Total 1-4	445	614	173	245	10	24	--	1	10	11	193	281	252	333
% of total			38.9	39.9	2.2	3.9	--	0.2	2.2	1.8	43.4	45.8	56.6	54.2
GS- 5	307	330	119	127	10	13	--	--	5	7	134	147	173	183
6	270	249	119	110	2	4	--	--	2	2	123	116	147	133
7	305	331	72	74	4	4	--	--	3	6	79	84	226	247
8	47	37	10	9	1	--	--	--	--	--	11	9	36	28
Total 5-8	929	947	320	320	17	21	--	--	10	15	347	356	582	591
% of total			34.4	33.8	1.8	2.2	--	--	1.1	1.6	37.4	37.6	62.6	62.4
GS- 9	438	331	62	62	10	6	1	--	6	8	79	76	359	255
10	6	5	--	1	--	--	--	--	--	--	--	1	6	4
11	616	529	84	68	30	20	1	1	14	7	129	96	487	433
Total 9-11	1060	865	146	131	40	26	2	1	20	15	208	173	852	692
% of total			13.8	15.1	3.8	3.0	0.2	0.1	1.9	1.7	19.6	20.0	80.4	80.0
GS-12	1026	1163	65	104	17	31	1	--	9	20	92	155	934	1008
13	834	901	24	25	7	6	1	1	6	9	38	41	796	860
Total 12-13	1860	2064	89	129	24	37	2	1	15	29	130	196	1730	1868
% of total			4.8	6.3	1.3	1.8	0.1	0.0	0.8	1.4	7.0	9.5	93.0	90.5
GS-14	633	644	8	9	5	9	1	1	2	4	16	23	617	621
15	317	322	3	3	2	1	--	--	1	1	6	5	311	317
Total 14-15	950	966	11	12	7	10	1	1	3	5	22	28	928	938
% of total			1.2	1.2	0.7	1.0	0.1	0.1	0.3	0.5	2.3	2.9	97.7	97.1
Total 16-18	87	88	1	1	--	--	--	--	1	2	2	3	85	85
% of total			1.1	1.1	--	--	--	--	1.2	2.3	2.3	3.4	97.7	96.6

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General Accounting Office
 Analysis of GS Employees by Grade, Sex,
 and Racial Category as of June 30, 1977

<u>GS Grade</u>	<u>Minority Women</u>	<u>Minority Men</u>	<u>White Women</u>	<u>White Men</u>	<u>Total Women</u>	<u>Total Men</u>	<u>Grand Total</u>
1 to 4	149	44	196	56	345	100	445
% of total	33.5	9.9	44.0	12.6	77.5	22.5	
5	122	12	154	19	276	31	307
% of total	39.7	3.9	50.2	6.2	89.9	10.1	
6	118	5	142	5	260	10	270
% of total	43.7	1.9	52.6	1.9	96.3	3.7	
7	61	18	110	116	171	134	305
% of total	20.0	5.9	36.1	38.0	56.1	43.9	
8	10	1	35	1	45	2	47
% of total	21.3	2.1	74.5	2.1	95.7	4.3	
9	29	50	112	247	141	297	438
% of total	6.6	11.4	25.6	56.4	32.2	67.8	
10	--	--	4	2	4	2	6
% of total	0.0	0.0	66.7	33.3	66.7	33.3	
11	45	84	127	360	172	444	616
% of total	7.3	13.6	20.6	54.4	27.9	72.1	
12	26	66	92	842	118	908	1026
% of total	2.5	6.4	9.0	82.1	11.5	88.5	
13	6	32	48	748	54	780	834
% of total	0.7	3.8	5.8	89.7	6.5	93.5	
14	3	13	18	599	21	612	633
% of total	0.5	2.1	2.8	94.6	3.3	96.7	
15	--	6	5	306	5	312	317
% of total	0.0	1.9	1.6	98.1	1.6	98.4	
16 to 18	--	2	1	84	1	86	87
% of total	<u>0.0</u>	<u>2.3</u>	<u>1.1</u>	<u>96.6</u>	<u>1.1</u>	<u>98.9</u>	<u> </u>
Total	569	333	1044	3385	1613	3718	5331
% of total	<u>10.7</u>	<u>6.2</u>	<u>19.6</u>	<u>63.5</u>	<u>30.3</u>	<u>69.7</u>	<u> </u>

General Accounting Office
 Analysis of GS Employees by Grade, Sex,
 and Racial Category as of June 30, 1978

GS Grade	Minority Women	Minority Men	White Women	White Men	Total Women	Total Men	Grand Total
1 to 4	226	55	255	78	481	133	614
% of total	36.8	9.0	41.5	12.7	78.3	21.7	
5	134	13	158	25	292	38	330
% of total	40.6	3.4	47.9	7.6	88.5	11.5	
6	111	5	128	5	239	10	249
% of total	44.6	2.0	51.4	2.0	96.0	4.0	
7	66	18	139	108	205	126	331
% of total	19.9	5.4	42.0	32.6	61.9	38.1	
8	8	1	27	1	35	2	37
% of total	21.6	2.7	73.0	2.7	94.6	5.4	
9	44	32	95	160	139	192	331
% of total	13.3	9.7	28.7	48.3	42.0	58.0	
10	1	--	2	2	3	2	5
% of total	20.0	--	40.0	40.0	60.0	40.0	
11	38	58	122	311	160	369	529
% of total	7.2	11.0	23.1	58.8	30.2	69.8	
12	46	109	131	877	177	986	1163
% of total	4.0	9.4	11.3	75.4	15.2	84.8	
13	8	33	50	810	58	843	901
% of total	0.9	3.7	5.5	75.4	6.4	93.6	
14	3	20	24	597	27	617	644
% of total	0.5	3.1	3.7	92.7	4.2	95.8	
15	--	5	6	311	6	316	322
% of total	--	1.6	1.9	96.6	1.9	98.1	
16 to 18	--	3	1	84	1	87	88
% of total	--	<u>3.4</u>	<u>1.1</u>	<u>95.5</u>	<u>1.1</u>	<u>98.9</u>	<u> </u>
Total	685	352	1138	3369	1823	3721	5544
% of total	<u>12.4</u>	<u>6.3</u>	<u>20.5</u>	<u>60.8</u>	<u>32.9</u>	<u>67.1</u>	<u> </u>

PERCENTAGE DISTRIBUTION OF MINORITY/SEX GROUPS
 FULL-TIME GENERAL SCHEDULE EMPLOYMENT
 AS OF JUNE 30, 1978

GENERAL SCHEDULE GRADE	NUMBER EMPLOYEES	%TOTAL		%BLACKS		%HISPANICS		%AMERICAN INDIANS		%ORIENTALS		%OTHER	
		TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN
GS-1	47	100	85.1	76.6	63.8	4.3	4.3	0.0	0.0	0.0	0.0	19.1	17.0
GS-2	98	100	85.7	56.1	45.9	3.1	2.0	0.0	0.0	2.0	2.0	38.8	35.7
GS-3	150	100	82.0	36.7	30.0	3.3	3.3	0.7	0.7	2.0	1.3	57.3	46.7
GS-4	319	100	73.4	31.0	24.8	4.4	2.8	0.0	0.0	1.9	1.3	62.7	44.5
GS-5	330	100	88.5	38.5	35.5	3.9	3.3	0.0	0.0	2.1	1.8	55.5	47.9
GS-6	249	100	96.0	44.2	42.2	1.6	1.6	0.0	0.0	0.8	0.8	53.4	51.4
GS-7	331	100	61.9	22.4	18.4	1.2	0.6	0.0	0.0	1.8	0.9	74.6	42.0
GS-8	37	100	94.6	24.3	21.6	0.0	0.0	0.0	0.0	0.0	0.0	75.7	73.0
GS-9	331	100	42.0	18.7	12.1	1.8	0.3	0.0	0.0	2.4	0.9	77.0	28.7
GS-10	5	100	60.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	80.0	50.0
GS-11	529	100	30.2	12.9	6.2	3.8	0.9	0.2	0.0	1.3	0.0	81.9	23.1
GS-12	1163	100	15.2	8.9	3.3	2.7	0.3	0.0	0.0	1.7	0.4	86.7	11.7
GS-13	901	100	6.4	2.8	0.6	0.7	0.0	0.1	0.0	1.0	0.3	95.4	5.5
GS-14	644	100	4.2	1.4	0.5	1.4	0.0	0.2	0.0	0.6	0.0	96.4	3.7
GS-15	322	100	1.9	0.9	0.0	0.3	0.0	0.0	0.0	0.3	0.0	98.4	1.9
GS-16	45	100	2.2	2.2	0.0	0.0	0.0	0.0	0.0	4.4	0.0	93.3	2.2
GS-17	33	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0
GS-18	10	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0
TOTAL	5544	100	32.9	15.1	11.0	2.1	0.8	0.1	0.0	1.4	0.5	81.3	20.5

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General Accounting Office
Employment Profile by Location
as of June 30, 1978

<u>Location</u>	<u>White</u> <u>Men</u>	<u>%</u>	<u>White</u> <u>Women</u>	<u>%</u>	<u>Minority</u> <u>Men</u>	<u>%</u>	<u>Minority</u> <u>Women</u>	<u>%</u>	<u>Sub</u> <u>Total</u>	<u>Total</u>
<u>HEADQUARTERS(DC)</u>	1620	53.9	687	22.9	175	5.8	521	17.3	3004	3003
<u>ATLANTA REGION:</u>										
Atlanta	42	82.4	4	7.8	2	3.9	3	5.9	51	
Fulton	44	50.6	21	24.1	10	11.5	12	13.8	87	
Huntsville	15	78.9	2	10.5	1	5.3	1	5.3	19	
CoCo Beach	5	100.0	-0-	0.0	-0-	0.0	-0-	0.0	5	
Warner Robbins	1	100.0	-0-	0.0	-0-	0.0	-0-	0.0	1	
Subtotal	<u>107</u>	<u>66.9</u>	<u>27</u>	<u>16.6</u>	<u>13</u>	<u>8.0</u>	<u>16</u>	<u>9.8</u>	<u>163</u>	163
<u>BOSTON REGION:</u>										
Boston	60	92.3	4	6.2	1	1.5	-0-	0.0	65	
Sulfolk	39	57.4	21	30.9	3	4.4	5	7.4	68	
Subtotal	<u>99</u>	<u>74.4</u>	<u>25</u>	<u>18.8</u>	<u>4</u>	<u>3.0</u>	<u>5</u>	<u>3.8</u>	<u>133</u>	133
<u>CHICAGO REGION:</u>										
Chicago	40	85.1	4	8.5	-0-	0.0	3	6.4	47	
Cook County	32	53.3	11	18.3	5	8.3	12	20.0	60	
Twin Cities	20	83.3	4	16.7	-0-	0.0	-0-	0.0	24	
Subtotal	<u>92</u>	<u>70.2</u>	<u>19</u>	<u>14.5</u>	<u>5</u>	<u>3.8</u>	<u>15</u>	<u>11.5</u>	<u>131</u>	131
<u>CINCINNATI REGION:</u>										
Cincinnati	35	83.3	7	16.7	-0-	0.0	-0-	0.0	42	
Hamilton	33	52.4	19	30.2	5	7.9	6	9.5	63	
Dayton	19	82.6	2	8.7	2	8.7	-0-	0.0	23	
Indianapolis	3	100.0	-0-	-0-	-0-	0.0	-0-	0.0	3	
Subtotal	<u>90</u>	<u>68.7</u>	<u>28</u>	<u>21.4</u>	<u>7</u>	<u>5.3</u>	<u>6</u>	<u>4.6</u>	<u>131</u>	131

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<u>Location</u>	<u>White</u> <u>Men</u>	<u>%</u>	<u>White</u> <u>Women</u>	<u>%</u>	<u>Minority</u> <u>Men</u>	<u>%</u>	<u>Minority</u> <u>Women</u>	<u>%</u>	<u>Sub</u> <u>Total</u>	<u>Total</u>
<u>DALLAS REGION:</u>										
Dallas	64	65.3	23	23.5	10	10.2	1	1.0	98	
Houston	17	47.2	10	27.8	5	13.9	4	11.1	36	
San Antonio	8	66.7	3	25.0	1	8.3	-0-	0.0	12	
New Orleans	20	64.5	4	12.9	6	19.4	1	3.2	31	
Subtotal	109	61.6	40	22.6	22	12.4	6	3.4		177
<u>DENVER REGION:</u>										
Denver	90	71.4	21	16.7	11	8.7	4	3.2	126	
Utah	6	85.7	1	14.3	-0-	0.0	-0-	0.0	7	
Albuquerque	6	66.7	2	22.2	1	11.1	-0-	0.0	9	
Subtotal	102	71.8	24	16.9	12	8.5	4	2.8		142
<u>DETROIT REGION:</u>										
Detroit	58	63.7	17	18.7	5	5.5	11	12.1	91	
Cleveland	23	69.7	5	15.2	3	9.1	2	6.1	33	
Subtotal	81	65.3	22	17.7	8	6.5	13	10.5		124
<u>KANSAS CITY REGION:</u>										
Kansas City	62	73.8	14	16.7	3	3.6	5	6.0	84	
Oklahoma City	13	81.3	2	12.5	1	6.3	-0-	0.0	16	
St. Louis	32	84.2	4	10.5	1	2.6	1	2.6	38	
Subtotal	107	77.5	20	14.5	5	3.6	6	4.3		138
<u>LOS ANGELES REGION:</u>										
Los Angeles	98	69.5	18	12.8	17	12.1	8	5.7	141	141

<u>Location</u>	<u>White</u> <u>Men</u>	<u>%</u>	<u>White</u> <u>Women</u>	<u>%</u>	<u>Minority</u> <u>Men</u>	<u>%</u>	<u>Minority</u> <u>Women</u>	<u>%</u>	<u>Sub</u> <u>Total</u>	<u>Total</u>
<u>NEW YORK REGION:</u>										
New York	85	68.0	20	16.0	10	8.0	10	8.0	125	
Albany	21	75.0	5	17.9	1	3.6	1	3.6	28	
Subtotal	<u>106</u>	69.3	<u>25</u>	16.3	<u>11</u>	7.2	<u>11</u>	7.2		153
<u>NORFOLK REGION:</u>										
Norfolk	81	68.1	21	17.6	11	9.2	6	5.0	119	119
<u>PHILADELPHIA REGION:</u>										
Philadelphia	112	84.2	14	10.5	5	3.8	2	1.5	133	
Harrisburg	3	100.0	-0-	0.0	-0-	0.0	-0-	0.0	3	
Pittsburgh	8	100.0	-0-	0.0	-0-	0.0	-0-	0.0	8	
Subtotal	<u>123</u>	85.4	<u>14</u>	9.7	<u>5</u>	3.5	<u>2</u>	1.4		144
<u>SAN FRANCISCO REGION:</u>										
San Francisco	98	57.3	36	21.1	16	9.4	21	12.3	171	
Sacramento	8	80.0	1	10.0	1	10.0	-0-	0.0	10	
Subtotal	<u>106</u>	58.6	<u>37</u>	20.4	<u>17</u>	9.4	<u>21</u>	11.6		181
<u>SEATTLE REGION:</u>										
Seattle	79	71.2	17	15.3	11	9.9	4	3.6	111	
Anchorage	4	80.0	1	20.0	-0-	0.0	-0-	0.0	5	
Portland	16	80.0	4	20.0	-0-	0.0	-0-	0.0	20	
Subtotal	<u>99</u>	72.8	<u>22</u>	16.2	<u>11</u>	8.1	<u>4</u>	2.9		136
<u>WASHINGTON REGION:</u>										
Washington - DC	<u>155</u>	63.0	<u>64</u>	41.3	<u>12</u>	4.9	<u>15</u>	<u>6.1</u>	246	<u>246</u>
TOTAL	3175		1093		335		659			5262

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<u>Location</u>	<u>White</u> <u>Men</u>	<u>%</u>	<u>White</u> <u>Women</u>	<u>%</u>	<u>Minority</u> <u>Men</u>	<u>%</u>	<u>Minority</u> <u>Women</u>	<u>%</u>	<u>Sub</u> <u>Total</u>	<u>Total</u>
<u>INTERNATIONAL:</u>										
Washington, D.C.	120	64.2	33	17.6	14	7.5	20	10.7	187	
Far East Branch	36	78.3	3	6.5	2	4.3	5	10.9	46	
European Branch	38	77.6	9	18.4	1	2.0	1	2.0	49	
Subtotal	<u>194</u>	68.8	<u>45</u>	16.0	<u>17</u>	6.0	<u>26</u>	9.2		282
<u>GRAND TOTAL</u>	<u>3369</u>	60.8	<u>1138</u>	20.5	<u>352</u>	6.3	<u>685</u>	12.4		<u>5544</u>

D. REPORT OF SPECIFIC ACTIONS
FOR THE COMING YEAR

- I. ORGANIZATION AND RESOURCES
- II. DISCRIMINATION COMPLAINTS
- III. RECRUITMENT
- IV. FULL UTILIZATION OF SKILLS AND TRAINING
- V. UPWARD MOBILITY FOR LOWER LEVEL EMPLOYEES
- VI. SUPERVISORY AND MANAGEMENT COMMITMENT
- VII. COMMUNITY OUTREACH
- VIII. PROGRAM EVALUATION

I. ORGANIZATION AND RESOURCES

A. Training

Employees are not sufficiently aware of EEO activities in GAO units other than their own. Feelings are that headquarters and regional EEO plans should be better coordinated so as to integrate solutions to EEO related problems having Office-wide applicability. Regional counselors are seeking means by which to meet as a group with other counselors to discuss problems, and to develop strategies to deal with them.

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<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Coordinate headquarters and field EEO activities, and establish a forum in which regional counselors can meet as a group to discuss similar EEO problems, and find ways to resolve them.	1-1. Visit each regional office to explain the EEO program and answer related questions.	Director, EEO Monitor, EEO	11/15/78 to 4/30/79

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
2. Develop a system for assisting field offices in developing action plans, and for planning EEO actions to compliment Office-wide efforts.	1-2. Develop an agenda and conduct a regional EEO counselors conference to be hosted by the EEO Director and his/her staff. Participants will include persons primarily responsible for developing regional EEO action plans as well as appropriate headquarters persons.	Director, EEO Director, FOD Monitor, EEO	5/31/79
B. Physically and mentally handicapped employees have been afforded access to the EEO complaint processes--this provision is relatively new. In addition, a number of new employees, and persons participating in the various outreach programs are unaware of GAO's EEO program.			

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Assure that EEO officials obtain training on various laws, regulation, and programs affecting handicapped employees.	1. Provide training for EEO personnel on EEO laws and regulations that affect handicapped employees.	Division Directors Regional Managers	3/31/79

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
2. Insure that all GAO employees are aware that the EEO program, including counseling and complaint processes, are available to them.	2. Include in the GAO First-year Orientation Training Program, an element on EEO, and disseminate information throughout the Office defining the EEO Program. In addition, provide a copy of the FY 1979 Action Plan to all new employees.	Assistant Director, Personnel Operations OPDS Monitor, EEO Specialist, EEO	As needed
C. The number of Hispanic Employment Program (HEP) Coordinators are too few to adequately represent the Hispanic Community. In addition, there has been no provision established for training or meetings for HEP coordinators.			
<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. To increase the number of HEP coordinators in the headquarters facility to give more strength to the overall program, to insure open communication between the Office and the Hispanic community, and to provide adequate training for part-time HEP coordinators.	1-1. Appoint 3 or 4 HEP coordinators in headquarters. 1-2. Conduct quarterly meetings with headquarters HEP Coordinators.	Director, EEO Coordinator, HEP	11/30/78 11/30/78 and quarterly thereafter

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
	1-3. Visit each Regional HEP Coordinator when necessary, either through individual visits or joint meetings.	Coordinator, HEP	June 1979
	1-4. Prepare a training course for Headquarters and Regional HEP Coordinators.	Coordinator, HEP	June 1979
II. <u>DISCRIMINATION COMPLAINTS</u>			
No problem identified.			
III. <u>RECRUITMENT</u>			
A.	Need to purify, to the extent possible, the external labor force data used in establishing recruitment goals, and continue an aggressive program for hiring women and minority persons for entry and upper-level professional positions.		

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Assure that the external labor pool accurately reflects the availability of persons capable of performing GAO's work.	1-1. Update and refine the external labor pool data.	Assistant Director, Personnel Operations, OPDS.	9/30/78
2. Assure that women and minority persons have equal opportunity for employment with the General Accounting Office.	1-2. Strive to achieve the following Office-wide FY 1979 entry-level recruitment goals in accordance with merit principles. <u>1/</u>	Assistant Director Personnel Operations OPDS.	9/30/78

D-6

	<u>Action</u>		
	<u>Men</u>	<u>Women</u>	<u>Total</u>
NON-MINORITY	<u>60.5%</u>	<u>20.0%</u>	<u>80.5%</u>
MINORITY:			
Black	4.5	8.5	13.0
Hispanic	0.5	2.5	3.0
American Indian	0.5	0.5	1.0
Oriental	<u>0.5</u>	<u>2.0</u>	<u>2.5</u>
Subtotal	6.0%	13.5%	19.5%
Total Goal	<u>66.5%</u>	<u>33.5%</u>	<u>100.0%</u>

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
	1-3. In accordance with merit principles, achieve a FY 1979 upper-level recruitment goal as follows: <u>1/</u>	Assistant Director Personnel Operations, OPDS	9/30/79

	<u>Men</u>	<u>Women</u>	<u>Total</u>
NON-MINORITY	<u>60.5%</u>	<u>20.0%</u>	<u>80.5%</u>
MINORITY:			
Black	4.5	8.5	13.0
Hispanic American	0.5	2.5	3.0
Indian	0.5	0.5	1.0
Oriental	<u>0.5</u>	<u>2.0</u>	<u>2.5</u>
Subtotal	6.0%	13.5%	19.5%
Total Goal	<u>66.5%</u>	<u>33.5%</u>	<u>100.0%</u>

1/ We may not be able to achieve these goals because of a hiring freeze resulting from an \$11.4 million decrease in our FY 1979 budget request.

B. Need for a non-professional recruitment program for secretarial personnel.

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Develop a system that will produce the best available candidate for secretarial positions.	1-1. Visit schools and universities, speak to and advise potential graduates of the advantages of a career with GAO.	Assistant Director, Personnel Operations, OPDS	10/ 1/78
C. Hispanic persons are not adequately represented in the general clerical/administrative, and administrative clerical and assistant occupational categories.	Review educational attainment records, and interview principals and/or instructors concerning employability of secretarial personnel.		

D-8

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. To elevate the employment profile of Hispanic persons to within the representative range for the above occupational categories.	1-1. Strive to improve the Hispanic representation within the occupational categories of general clerical/administrative and administrative assistant	Assistant Director, Personnel Operations, OPDS	9/30/79

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IV. FULL UTILIZATION OF SKILLS AND TRAINING

A. Need for a job enrichment/enlargement program for support personnel, and a management system for accomplishing various levels of support tasks required in carrying out GAO's mission.

D-9

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Provide more job satisfaction by adding greater challenge, more responsibility, variety of work, and independence to certain support positions.	1-1. Study the feasibility of developing a job enrichment/enlargement program for certain support positions.	Director, OPDS	12/31/78
	1-2. If determined feasible, develop and implement a job enrichment/enlargement programs for certain support positions.	Director, OPDS	9/30/79
2. Develop a data base on the kinds of support tasks required to accomplish GAO's mission, and the kinds of staff needed to perform the tasks.	2-1. Conduct a comprehensive job/task analysis survey in developing a data base for support tasks.	Director, OPDS	9/30/79

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
3. Need for a career management system for acquiring support staff members for accomplishing identified tasks. The system should include the components of performance appraisals, training, counseling, and promotions.	3-1. Upon completion of the task analysis, develop sub-systems for the overall career management system.	Assistant Director, for Technical Assistance, OPDS	12/31/79
<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
	3-2. Implement career management system defined above.	Director, OPDS	9/30/80
<u>Objective</u>			
B. Need to determine the effectiveness of the revised Counseling Training Program.			

D-11

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Assure that the revised career counseling/appraisal system is effective and contains a general training design that includes both, content, and interpersonal communication skills.	1-1. Pilot test revised Counseling Training Program.	Program Manager, OPDS	12/31/78
	1-2. Provide counseling training for all GAO employees.	Program Manager, OPDS	6/30/80
C. Need to develop an induction program for upper-level hires.			

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. To insure that upper-level hired employees receive the necessary training and guidance to accelerate their contributions to, and progression within the Office.	1-1. Develop an induction program for upper-level hires.	Assistant Director, Training, OPDS	9/30/79

V. UPWARD MOBILITY

- A. Need to review the legality of, and the need for, the extended agency experience required for participation in the GAO Upward Mobility Program, and need for new UMP avenues.

D-12

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. To insure that persons having the ability and the desire to acquire knowledge and skills needed for higher-level jobs are not excluded from UMP participation.	1-1. Determine the legality of requiring 2 and 3 years GAO experience for UMP participation.	General Counsel	12/15/78
	1-2. Determine the need for requiring 2 and 3 years GAO experience for UMP participation.	Director, OPDS Manager, UMP	12/31/78
<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
	1-3. Study the feasibility of including permanent GS-344 Management Analyst Assistant positions in UMP.	Director, OPDS Division Directors Manager, UMP	12/31/78

- B. Need for a better match of division needs with UMP participants' needs, and a more equitable way of handling resources devoted to UMP.

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. To encourage more participation in UMP by advising potential program participants as to the kind of work being done by participating divisions.	1-1. Advise potential UMP candidates as to the kind of work being performed in various divisions.	Manager, UMP Division Directors	10/1/78

VI. SUPERVISOR AND MANAGEMENT COMMITMENT

- A. Need for a viable system designed to identify employees strengths and skills so as to enable assignment of persons to positions for which they are best suited.

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Assure that employees are assigned to positions for which they are best suited, based on identified strengths and skills.	1-1. Design a system for identifying employees' strengths and skills.	Director, OPDS	2/15/79
	1-2. Implement the system for identifying employees' strengths and skills.	Director, OPDS	9/30/79

VII. Community Outreach

- A. Need system for identifying and recruiting persons to participate in the Faculty Fellowship and Expert/Consultant programs, and for monitoring the level of participation in terms of race/sex.

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Assure that recruitment for participation in various special programs is enlarged to include women and minority persons.	1-1. Develop a system for identifying race and sex of potential Faculty Fellowship, and Expert/Consultant Program participants.	Assistant Director, Personnel Operations OPDS.	

VIII. PROGRAM EVALUATION

- A. Need to evaluate the effectiveness of GAO's functional racism training.

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Complete phase II of the GAO Antidiscrimination/Human Relations Program which is part of an evaluation of GAO's functional racism training.	1-1. Complete phase II of the Antidiscrimination Program	Manager, Antidiscrimination/Human Relations Program, OMPS.	10/1/78

- B. Need to maintain accurate and current statistical information on GAO employee profile.

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Maintain accurate statistical data on GAO employees in regional and divisional offices by race, sex, and grade.	1-1. Submit employee census reports to the Director, EEO.	Regional Managers Division/Office Directors	12/31/78
C. Need for systematic EEO evaluation program.			

D-15

<u>Objective</u>	<u>Action</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. To develop the formation of an inter-agency work/study group to be charged with establishing a comprehensive systematic EEO evaluation program.	<p>1-1. Convene a meeting(s) to develop formation of a work/study group for establishing an EEO evaluation program. The meeting(s) will include:</p> <ul style="list-style-type: none"> --Director, EEO --Monitor, EEO --Director, Personnel --Director, OMPS --Assistant Director, Civil Rights/EEO Audits, HRD --Assistant Director, Civil Rights/EEO Audits, FPCD --Chairperson, EEO Advisory Council --Chairperson, Women's Advisory Committee --Chairperson, Handi-capped Advisory Committee --Coordinator, FWP --Coordinator, HEP 	Director, EEO Monitor, EEO	11/15/78
	1-2. Establish a comprehensive, EEO evaluation program model.	Work/Study Group	To be determined by work/study group.

VII. COMMUNITY OUTREACH

HIRING AND DEVELOPING
LOW-SKILLED DISADVANTAGED PERSONS

PLAN SUMMARY

1. Department or Agency: United States General Accounting Office

2. EEO Director:

Name: Alexander A. Silva, Jr.
Address: Room 5047
441 G Street, NW
Washington, D.C. 20548

Telephone Number: (202) 275-6388

3. Agency Goals for Fiscal Year 1979

a. Total number of Worker-Trainees agency plans to hire during Fiscal Year 1979. 1

b. Number of regular jobs into which Worker-Trainees will be placed. 0

c. Number of developmental jobs into which Worker-Trainees will be placed. 1

4. Job Identification

REGULAR JOBS

(none)

DEVELOPMENTAL JOBS

<u>No. of Jobs</u>	<u>Entry Job</u>	<u>Target Job</u>
1	Clerk GS-301-2	Clerk GS-301-3

5. Assessment of Training Needs

The Manager, Upward Mobility Programs, will identify the knowledge and skills requirements for successful performance at the entry level and at each step of the career ladder including that required at the target position. During the first week of the Worker-Trainee's employment, he or she will be required to complete a Job Skills and Interest

Form. Within 30 days after the Worker-Trainees have been assigned, supervisors will complete the "Abilities" section of the form also. The completed forms will be used to identify training needs and to discuss career plans with the Trainees.

6. Development Job Program

Entry Position: Clerk GS-1

Target Positions: Clerks and Clerk-Typists

Grades GS-3

INTRODUCTION

This is a three-stage progression job designed to cover developmental assignments between routine, repetitive messenger and/or clerical work and the usual journeyman level of Clerk-Typist.

OBJECTIVE

To provide employees with the necessary skills to advance from unskilled to skilled worker at the grades GS-3 level over a developmental period of 9 to 15 months.

PROGRAM

Worker-Trainees will be assigned to the Office of Personnel Development and Services (OPDS) until they have progressed to the journeyman level GS-3. At that time, they will be eligible to apply for a regular position under the provisions of GAO's merit promotion system.

The Manager, Upward Mobility Programs/OPDS, is responsible for providing Worker-Trainees with both formal and on-the-job training experience to develop knowledges and skills required of the target positions.

METHOD

Stage I - GS-1 Position (3 to 6 months)

Introduction to work situations. Performance of several clerical steps in the manner prescribed by the supervisor. The following are typical:

CLERKS

Arranging filing or removing material from filing systems, indexing or cross-indexing, searching for material from obvious places or in designated areas, operation of duplicating machines, collating, stapling, or assembling items.

All employees with less than high school equivalency will be provided with the opportunity to enroll in a GED training program during working hours. Employees with a high school equivalency will be afforded training as typists.

To continue in the program beyond this stage, employees must:

- observe leave and other CSC regulations
- continue demonstration of willingness to learn
- be granted an acceptable investigative clearance when required.

Stage II - GS-2 position (6 to 9 months)

Clerks

Personnel in this stage may be designated as Clerks, Mail Clerks, Distribution Clerks, or Clerk-Typists, depending upon their training at the GS-2 level. Employees work under general supervision and are skilled in office procedures and their application so as to require close supervision only when there is considerable deviation in process.

Some employees may attain their level of competency at this stage. To continue in the program beyond this stage, employees must:

- demonstrate potential to perform at a higher grade level.
- observe leave and other CSC regulations.
- be granted an acceptable investigative clearance when required.

Stage III - Journeyman-Level Position GS-3

Clerks

The employees is expected to develop into a skilled Clerk GS-301 or Clerk-Typist GS-318 in this position.

Employees work under general supervision and may on occasion be responsible for supervising or overseeing the work of other employees. They may perform such duties as classifying and crossing referencing materials; reading and analyzing material prior to filing; searching in special or undesignated areas for material; answering telephone inquiries pertaining to the work of their office; receiving, controlling, and distributing work to others in their section, typing reports and other correspondence.

Highly competent employees may be selected for specialized training.

7. Agency Resources and Plan Implementation

- a. Orientation. All Worker-Trainees will receive a new employee indoctrination presented by staff ~~members~~ from OPDS.

In addition, the immediate supervisor will be responsible for introducing the employee to his job. The supervisor must realize that the Worker-Trainee will need help regarding the importance of such things as learning to fit into the work group, reporting to work on time, reporting to work regularly, following instructions, and learning how to do their work well. The supervisor will ensure that the employee is oriented to his/her total work situation rather than solely oriented to his/her immediate work assignment.

- b. Counseling and Advisory Services. Counseling and advisory services will be jointly provided by supervisors, Manager Upward Mobility Programs, and counselors from OMPS.
- c. Supervisory Training. Supervisory training will be provided on an as-needed basis.
- d. Skills Training. Skills training will be provided on an individual basis as Worker-Trainee demonstrates the desire and ability to learn a new skill.
- e. Basic Education. Worker-Trainees with less than 12 years of education will be afforded the opportunity to enroll in training programs to qualify for the high school equivalency examination during their normal working hours.
- f. Support Services. Necessary support services will be provided to Worker-Trainees on an as-needed basis.

8. Technical Assistance

The Office has adequate in-house resources to conduct the Worker-Trainee program at this time.

TIME-IN-GRADE
AND PROMOTION ANALYSIS

As outlined in the 1978 GAO Affirmative Action Plan, we recently completed two studies analyzing the progress of minority and white professional staff members hired during CY 1973 and CY 1974. The studies were initiated to determine if there are systemic barriers to normal career ladder progression of minority persons and women. The following is a cumulative summary of studies conducted this year and in prior years.

MINORITIES AND WOMEN HIRED DURING CY 1973

Prior studies of staff members hired in CY 1973 seemed to indicate that minorities and women were not being promoted at the same rate as white males. Because the data indicated a possible serious adverse impact upon minority group members and women, a supplemental analysis was performed last year to identify the reasons for the apparent discrepancy.

The analysis found that several variables (month of entry, location, and overall promotion rate of unit) had a significantly greater effect on promotions than sex or racial group status. Additionally, it was determined that minorities and women generally had less of those characteristics which were associated with promotion. That is, they were less likely to have:

1. entered GAO in the early part of 1973,
2. been located in Headquarters where promotions have been faster,
3. been located in a regional office with a high promotion rate.

Therefore, what originally appeared to be a discriminatory effect was actually due to the lack of association of minorities and women with variables that have an accelerating effect upon promotions. The data strongly indicated that there has not been any significant adverse impact upon minority group members due specifically to their sex or racial group status. Rather, the disadvantages they had experienced were attributed primarily to impersonal factors such as location and timing.

The results of this year's study are more favorable than prior studies. This year a further analysis was performed to determine if GAO's promotion practices have had an adverse impact on women and minorities. The analysis indicates that women and minorities are not being adversely affected by GAO's promotion practices. Further information on the analysis is contained in this year's study which is attached.

Generally, it can be concluded (with some reservations mentioned in the attached study) that minorities and women hired in CY 1973 are progressing at a normal rate.

MINORITIES AND WOMEN HIRED DURING CY 1974

Last year's study was the initial study pertaining to the progression of staff members hired in CY 1974. The results of the study were very favorable and indicated that minorities and women were not being adversely affected due to the promotional policies of the office or because of their sex or racial status. This year's study indicates that generally women and minorities hired in CY 1974 are progressing normally. However, there does appear to be a slight disparity between the promotion rate for white males versus the promotion rate for both minorities and women.

Additionally, minorities hired in CY 1974 have a higher attrition rate than white females and males. A separate study will be done to determine the reasons for high minority attrition rate. Questions to be answered include (1) where the attrition is occurring, (2) at what grade levels, and (3) possible recommendations for dealing with the problem. Your information are this year's progression studies on professional staff members hired during CY 1973 and CY 1974.

Following are details of our time-in-grade and promotion analysis.

A. PROGRESSION ANALYSIS OF ENTRY-LEVEL PROFESSIONALS
HIRED DURING CY 1973

1. White Males

Of the 119 white males hired at GS-7, 50 or 42.0 percent have left GAO. Of the 69 remaining staff members, 4 or 5.8 percent are at the GS-11 level, 64 or 92.8 percent are at the GS-12 level, and 1 or 1.4 percent are at the GS-13 level.

Of the 82 staff members hired at GS-9, 31 or 37.8 percent have left GAO. Of the 51 remaining staff members, 41 or 80.4 percent are at the GS-12 level and 10 or 19.6 percent are at the GS-13 level.

Overall, 81 of the white males hired in CY 1973 have separated from the Office. The attrition rate for white males is 40.3 percent.

2. White Females

Of the 34 white females hired at GS-7, 14 or 41.2 percent have left GAO. Of the 20 remaining staff members, 3 or 15 percent are at the GS-11 level, and 17 or 85 percent are at the GS-12 level.

Of the 5 staff members hired at GS-9, 2 or 40.0 percent have left GAO. Of the 3 remaining staff members, 2 or 67 percent are at the GS-12 level and 1 or 33 percent is at the GS-13 level.

Overall, 16 of the white females hired in CY 1973 have separated from the Office. The attrition rate for white females is 41.0 percent.

3. Minorities

Of the 66 minorities hired at GS-7, 27 or 40.9 percent have left GAO. Of the 39 remaining staff members, 9 or 23.1 percent are at the GS-11 level, and 30 or 76.9 percent are at the GS-12 level.

Of the 12 staff members hired at GS-9, 1 or 8.3 percent has left GAO. Of the 11 remaining staff members, 1 or 9.1 percent is at the GS-11 level and 10 or 90.9 percent are at the GS-12 level.

Overall, 28 of the minorities hired in CY 1973 have separated from the Office. The attrition rate for minorities is 35.9 percent.

4. Conclusions

Our analysis mainly centers on two sets of data: (1) the current status of entry-level professionals (attachments 3 and 4), and (2) the analysis of promotions for the past 12 months (attachments 6 and 7). The most meaningful of the data is that which shows the current status of professionals, because this data is up-to-date as well as cumulative. The promotion data, on the other hand, shows only those promotions effected these past twelve (12) months; for example, 29 promotions to GS-12 were made during this period. Since this number is less than one-half of the 68 promotions to GS-12 taking place during the 12 months prior to this reporting period, the significance of this current data should not be misinterpreted.

Although the time-in-grade periods of white males, white females, and minorities have been becoming more similar each report period, a larger percentage of white males are at the higher levels (GS-12 and GS-13) than white females and minorities.

5. Analysis of Current Status

There are two areas of possible concern. First, of those 39 minorities hired at GS-7 and still with GAO, 9, or 23.1 percent, are GS-11 while only 4 or 5.8 percent of the 69 white males and 3 or 15 percent of the 20 white females are still GS-11. Second, of the 11 minorities hired at GS-9, not one is a GS-13 while 10 or 19.6 percent of the 51 white males and 1 or 33 percent of the 3 white females are GS-13.

These statistics do not take into consideration the required time-in-grade, since any past disparities would, of course, directly affect the promotion data at the next lowest grade, thereby automatically delaying the first possible promotion data to the next grade.

6. Adverse Impact in Promotion Rates

Based on the Interagency Group Guidelines on Employee Selection Procedures, an analysis was performed to determine any adverse impact that GAO's

promotion practices have had on white females and minorities hired in CY 1973.

A selection rate for any racial, ethnic or sex group that is less than four-fifths (4/5) or 80 percent of the rate for the group with the highest rate will generally be regarded by Federal authorities as evidence of adverse impact. Generally, white females and minorities hired in CY 1973 have not been adversely affected by GAO's promotion practices. (See attachment 5)

The analysis in attachment 3 is based on the number of staff members who have reached the GS-12 or GS-13 level. A separate analysis was not done for those at the GS-13 level, because the number of staff members at the GS-13 level is too small for an analysis to be statistically significant.

It should be noted that regardless of the adverse impact analysis, minorities and to some extent white females are not progressing as rapidly as white males. Additionally, even though an analysis of those at the GS-13 level is not feasible because of the small number of individuals involved, it is still obvious from the overall numbers (11 white males at GS-13, 1 white female at GS-13, and 0 minorities at GS-13) that a disparity does exist.

7. Analysis of Promotions

For the second consecutive 12 month period, minorities have had a shorter average time-in-grade period from GS-11 to GS-12 than white males. (See attachment 6 and 7). This was an improvement since the first report prepared in July 1976 revealed the following average time-in-grade between GS-11 and GS-12).

19.12 months for white males
19.56 months for white females
22.25 months for minorities

The shortest average time-in-grade this reporting period was in FOD for minorities. The minorities in Headquarters hired at GS-7 had almost the same average time-in-grade for promotions to GS-12 as did white males. (Attachment 6).

20.75 months for minorities as compared to
20.48 months for white males

However, the first promotions to GS-13 occurred during this period, and of the 12 promotions to GS-13, 11 were white males and one was a white female. (Attachments 6 and 7)

8. Attrition

Our analysis of the attrition of professionals hired in CY 1973 indicates that there is no significant difference in the attrition rate for white males, white females and minorities (see attachment 8).

B. PROGRESSION ANALYSIS OF ENTRY-LEVEL
PROFESSIONALS HIRED DURING CY 1974

1. White Males

Of the 137 white males hired at GS-7, 40 or 29.2 percent have left GAO. Of the 97 remaining staff members, 41 or 42.3 percent are at the GS-11 level and 56 or 57.7 percent are at the GS-12 level.

Of the 118 staff members hired at GS-9, 24 or 20.3 percent have left GAO. Of the 94 remaining staff 8 or 8.5 percent are at the GS-11 level and 86 or 91.5 percent are at the GS-12 level.

Overall, 64 of the white males hired in CY 1974 have separated from the Office. The attrition rate for white males is 25.1 percent.

2. White Females

Of the 60 white females hired at GS-7, 12 or 20.0 percent have left GAO. Of the 48 remaining staff members, 23 or 47.9 percent are at the GS-11 level and 25 or 52.1 percent are at the GS-12 level.

Of the 13 staff members hired at GS-9, 2 or 15.4 percent have left GAO. Of the 11 remaining staff members, 1 or 9.1 percent are at the GS-11 level and 10 or 90.9 percent are at the GS-12 level.

Overall, 14 of the white females hired in CY 1974 have separated from the Office. The attrition rate for white females is 19.2 percent.

3. Minorities

Of the 82 minorities hired at GS-7, 29 or 35.4 percent have left GAO. Of the 53 remaining staff members 1 or 1.9 percent is at the GS-9 level, 26 or 49.1 percent are at the GS-11 level and 26 or 49.1 percent at the GS-12 level.

Of the 31 staff members hired at the GS-9 level, 10 or 32.3 percent have left GAO. Of the 21 remaining staff members, 3 or 14.3 percent are at the GS-12 level.

Overall, 39 of the minorities hired in CY 1974 have left GAO. Of the 21 remaining staff members, 3 or 14.3 percent are at the GS-11 level and 18 or 85.7 percent are at the GS-12 level.

4. Conclusions

As mentioned earlier, the analysis primarily focuses on two sets of data: (1) the current status of entry-level professionals (attachments 11 and 12) and, (2) the analysis of promotions for the past 8 months (attachments 14 and 15). The most meaningful of the data is that which shows the current status of professionals because it presents an up-to-date cumulative picture.

5. Analysis of Current Status

Our analysis of the current status of entry-level professionals indicates that in Headquarters, white females are progressing the fastest, minorities the slowest. In FOD, white males are progressing the fastest, white females the slowest.

Overall, minorities appear to be having problems progressing in both headquarters and FOD, white females seems to be adversely affected in FOD. (See attachments 11 and 12).

Additionally, the distribution of professional staff members hired during CY 1974 (attachments 17 and 18) will have some impact on the current status of entry-level professionals, because some were hired in the early part of 1974 while others were hired in the latter part. The attachments indicate that the percentage of minorities and females hired in the first six months on CY 1974 is less than the percentage of white males hired. However, the differences do not appear to be major and should only have a minimal impact on the current status analysis.

6. Adverse Impact in Promotion Rates

An analysis, using the Interagency Group Guidelines to determine any adverse impact in GAO's promotion rates on white female and minorities hired in CY 1974, generally indicates that they have not been adversely affected by the promotion practices (see attachments 13).

However, in one case there is evidence that a slight disparity does exist. As of April 22, 1978, there were only 9 white females at the GS-12 level in FOD, while according to the draft Uniform Selection Guidelines issued by the Interagency Advisory Group, there should be 10 white females at the GS-12 level or adverse impact is shown. However, a review of updated information shows that on April 23, 1978, three additional females in FOD were promoted to the GS-12 level. Consequently, it appears that even though no adverse impact exists, there does exist a slight disparity between the promotion rate for white males and the promotion rate both white females and minorities.

7. Analysis of Promotions

The promotion analysis (attachments 14 and 15) indicates that generally the time-in-grade between promotions for white females and minorities is not significantly different from the time-in-grade statistics for white males. As mentioned earlier, the analysis of promotions provides only limited information and is not as meaningful as the current status analysis data.

8. Attrition

Our analysis of the attrition of professionals hired in CY 1974 indicates that minorities are leaving GAO at a much faster rate than white males and white females (see attachment 16). The overall attrition rate for minorities is 34.5 percent while the attrition rate for white females and white males is 19.2 percent and 25.1 percent, respectively.

Primarily, the high attrition rate for minorities is due to the number of separations in FOD. Of the 80 minorities hired in FOD, 34 or 42.5 percent have left GAO. In Headquarters, only 5 of 33 or 15.2 percent of the minorities have left the office.

The following attachments include statistics on attrition, promotion actions and current status of employees hired in CY 1973 and CY 1974.

CY 1973

C. CURRENT STATUS OF ENTRY-LEVEL PROFESSIONALS IN HEADQUARTERS
 (data as of 4-22-78)

<u>GROUPS ANALYZED</u>	<u>TOTAL UNIVERSE</u>	<u>GS-11</u>	<u>PERCENT AT GS-11 LEVEL</u>	<u>GS-12</u>	<u>PERCENT AT GS-12 LEVEL</u>	<u>GS-13</u>	<u>PERCENT AT GS-13 LEVEL</u>
<u>Hired at GS-7</u>							
WHITE MALES	28	0	0.0	28	100.0	0	0.0
WHITE FEMALES	9	0	0.0	9	100.0	0	0.0
MINORITIES	10	1	10.0	9	90.0	0	0.0
<u>Hired at GS-9</u>							
WHITE MALES	18	0	0.0	13	72.2	5	27.8
WHITE FEMALES	2	0	0.0	2	100.0	0	0.0
MINORITIES	5	0	0.0	5	100.0	0	0.0

CY 1973

D. CURRENT STATUS OF ENTRY-LEVEL PROFESSIONALS IN FOD
 (data as of 4-22-78)

<u>GROUPS ANALYZED</u>	<u>TOTAL UNIVERSE</u>	<u>GS-11</u>	<u>PERCENT AT GS-11 LEVEL</u>	<u>GS-12</u>	<u>PERCENT AT GS-12 LEVEL</u>	<u>GS-13</u>	<u>PERCENT AT GS-13 LEVEL</u>
<u>Hired at GS-7</u>							
WHITE MALES	41	4	9.8	36	87.8	1	2.4
WHITE FEMALES	11	3	27.3	8	72.7	0	0.0
MINORITIES	29	8	27.6	21	72.4	0	0.0
<u>Hired at GS-9</u>							
WHITE MALES	33	0	0.0	28	84.8	5	15.2
WHITE FEMALES	1	0	0.0	0	0.0	1	100.0
MINORITIES	6	1	16.7	5	83.3	0	0.0

CY 1973

E. Analysis of Adverse Impact of GAO's Selection Process

<u>Groups Analyzed</u>	<u>Total Universe</u>	<u>Number at GS-12 or GS-13 Level</u>	<u>Minimum Number who should have been Promoted</u>
<u>Headquarters</u>			
<u>Hired at GS-7</u>			
Minorities	10	9	8
<u>Hired at GS-9 ^{1/}</u>			
<u>FOD</u>			
<u>Hired at GS-7</u>			
White females	11	8	8
Minorities	29	21	21
<u>Hired at GS-9</u>			
Minorities	6	5	5

* Based on criteria outlined in the Interagency Group Guidelines on Employee Selection Procedures dated August 25, 1978.

^{1/}All persons are at the GS-12 level and no analysis is necessary

CY 1973

ATTACHMENT 6

ANALYSIS OF PROMOTIONS FOR STAFF
 HIRED AT GS-7 DURING CY 1973
 (Promotions Made During the Period 4-24-77 to 4-22-78)

Promotion Actions and Groups Analyzed	Total Universe	Sufficient Time in Grade but not Promoted		Promoted	Number of Months in Grade			
		N=Number	Average Time-in-Grade		Mean	Median	Mode	Range
<u>Headquarters</u>								
<u>GS-9 to GS-11</u>								
White Males	0	0	-	0	-	-	-	-
White Females	0	0	-	0	-	-	-	-
Minorities	0	0	-	0	-	-	-	-
<u>GS-11 to GS-12</u>								
White Males	11	0	-	11	20.48	20.25	19.00 - 22.25	16.25-25.75
White Females	3	0	-	3	20.58	20.00	-	17.50-24.25
Minorities	5	1	23.00	4	20.75	21.13	-	16.25-24.50
<u>GS-12 to GS-13</u>								
White Males	17	17	15.60	0	-	-	-	-
White Females	6	6	16.71	0	-	-	-	-
Minorities	5	5	15.25	0	-	-	-	-
<u>FOD</u>								
<u>GS-9 to GS-11</u>								
White Males	0	0	-	0	-	-	-	-
White Females	0	0	-	0	-	-	-	-
Minorities	1	0	-	1	36.50	36.50	36.50	-
<u>GS-11 to GS-12</u>								
White Males	20	4	21.44	16	23.45	22.38	16.25-21.75	16.25-36.50
White Females	9	3	24.42	6	22.29	22.50	-	19.00-24.50
Minorities	21	7	21.14	14	19.98	19.88	22.25	17.25-23.50
<u>GS-12 to GS-13</u>								
White Males	21	20	15.76	1	18.00	-	-	-
White Females	2	2	16.63	0	-	-	-	-
Minorities	7	7	15.25	0	-	-	-	-

ANALYSIS OF PROMOTIONS
FOR STAFF HIRED AT GS-9 DURING CY 1973
(Promotions Made During the Period 4-24-77 to 4-22-78)

Promotion Actions and Groups Analyzed	Total Universe	Sufficient Time in Grade but not Promoted		Promoted	Number of Months in Grade		
		N=Number	Average Time-in-Grade (in months)		Mean	Median	Mode
<u>Headquarters</u>							
<u>GS-11 to GS-12</u>							
White Males	0	0	-	-	-	-	-
White Females	0	0	-	-	-	-	-
Minorities	0	0	-	-	-	-	-
<u>GS-12 to GS-13</u>							
White Males	18	13	21.92	5	22.80	23.50	19.50-25.00
White Females	2	2	23.13	0	-	-	-
Minorities	5	5	20.30	0	-	-	-
<u>FOD</u>							
<u>GS-11 to GS-12</u>							
White Males	2	0	-	2	36.50	-	29.50-43.50
White Females	0	0	-	-	-	-	-
Minorities	3	1	26.75	2	26.75	26.75	18.50-35.00
<u>GS-12 to GS-13</u>							
White Males	31	26	20.46	5	23.10	19.50	18.00-20.50
White Females	1	0	-	1	-	-	-
Minorities	3	3	20.67	0	-	-	-

H. ATTRITION OF PROFESSIONALS HIRED
AT GS-7 AND GS-9 IN CY 1973

<u>GROUPS ANALYZED</u>	<u>HIRED IN CY 1973</u>	<u>NUMBER OF PERSONS SEPARATED AS OF 4-22-78</u>	<u>PERCENT SEPARATED AS OF 4-22-78</u>	<u>NUMBER OF PERSONS STILL WITH GAO</u>	<u>PERCENT REMAINING</u>
<u>GS-7</u>					
White Male	119	50	42.0	69	58.0
White Female	34	14	41.2	20	58.8
Minorities	66	27	40.9	39	59.1
<u>GS-9</u>					
White Male	82	31	37.8	51	62.2
White Female	5	2	40.0	3	60.0
Minorities	12	1	8.3	11	91.7
<u>TOTAL UNIVERSE</u>					
White Male	201	81	40.3	120	59.7
White Female	39	16	41.0	23	59.0
Minorities	78	28	35.9	50	64.1

I. DISTRIBUTION OF PROFESSIONAL STAFF MEMBERS
HIRED AT GS-7 DURING CY 1973

MONTH	WHITE MALES		WHITE FEMALES		MINORITIES	
	FOD	HQS	FOD	HQS	FOD	HQS
January	25	9	3	3	9	3
February	12	1	1	3	2	3
March	4	0	0	0	3	0
April	5	2	1	0	5	1
May	3	4	1	1	3	0
June	15	16	10	2	22	5
July	5	3	1	2	2	2
August	3	0	1	0	0	0
September	3	4	2	2	2	2
October	2	0	0	0	1	0
November	1	0	1	0	1	0
December	2	0	0	0	0	0
TOTAL	80	39	21	13	50	16
				34		66

Hired During the First 6 Months
of CY 1973 (Jan-June)

White Males 80.7%
White Females 73.5%
Minorities 84.8%

J. DISTRIBUTION OF PROFESSIONAL STAFF MEMBERS
HIRED AT GS-9 DURING CY 1973.

<u>MONTH</u>	<u>WHITE MALES</u>			<u>WHITE FEMALES</u>			<u>MINORITIES</u>		
	<u>FOD</u>	<u>HQS</u>	<u>TOTAL</u>	<u>FOD</u>	<u>HQS</u>	<u>TOTAL</u>	<u>FOD</u>	<u>HQS</u>	<u>TOTAL</u>
January	7	6	13	0	0	0	1	1	2
February	10	5	15	1	0	1	2	2	4
March	4	1	5	1	0	1	0	0	0
April	6	0	6	0	0	0	0	0	0
May	4	2	6	0	0	0	0	0	0
June	7	8	15	0	1	1	2	0	2
July	6	1	7	0	1	1	1	1	2
August	3	2	5	0	0	0	1	0	1
September	2	5	7	1	0	1	0	0	0
October	1	0	1	0	0	0	0	0	0
November	1	0	1	0	0	0	0	0	0
December	1	0	1	0	0	0	0	1	1
TOTALS	52	30	82	3	2	5	7	5	12

Hired During the First 6 Months
of CY 1973 (Jan-June)

White Males	73.2%
White Females	60.0%
Minorities	66.7%

CY 1974

ATTACHMENT 11

CURRENT STATUS OF ENTRY-LEVEL PROFESSIONALS IN HEADQUARTERS
 (data as of 4-22-78)

18

<u>GROUPS ANALYZED</u>	<u>TOTAL UNIVERSE</u>	<u>GS-9</u>	<u>PERCENT AT GS-9 LEVEL</u>	<u>GS-11</u>	<u>PERCENT AT GS-11 LEVEL</u>	<u>GS-12</u>	<u>PERCENT AT GS-12 LEVEL</u>	<u>GS-13</u>	<u>PERCENT AT GS-13 LEVEL</u>
<u>Hired at GS-7</u>									
White Males	42	0	0.0	10	23.8	32	76.2	0	0.0
White Females	19	0	0.0	2	10.5	17	89.5	0	0.0
Minorities	21	0	0.0	6	28.6	15	71.4	0	0.0
<u>Hired at GS-9</u>									
White Males	28	0	0.0	0	0.0	28	100.0	0	0.0
White Females	3	0	0.0	0	0.0	3	100.0	0	0.0
Minorities	6	0	0.0	0	0.0	6	100.0	0	0.0

CY 1974

ATTACHMENT 12

CURRENT STATUS OF ENTRY-LEVEL PROFESSIONALS IN FOD
 (data as of 4-22-78)

19

<u>GROUPS ANALYZED</u>	<u>TOTAL UNIVERSE</u>	<u>GS-9</u>	<u>PERCENT AT GS-9 LEVEL</u>	<u>GS-11</u>	<u>PERCENT AT GS-11 LEVEL</u>	<u>GS-12</u>	<u>PERCENT AT GS-12 LEVEL</u>	<u>GS-13</u>	<u>PERCENT AT GS-13 LEVEL</u>
<u>Hired at GS-7</u>									
White Males	55	0	0.0	31	56.4	24	43.6	0	0.0
White Females	29	0	0.0	20	69.0	9	31.0	0	0.0
Minorities	32	1	3.1	20	62.5	11	34.3	0	0.0
<u>Hired at GS-9</u>									
White Males	66	0	0.0	8	12.1	58	87.9	0	0.0
White Females	8	0	0.0	1	14.3	7	85.7	0	0.0
Minorities	15	0	0.0	3	20.0	12	80.0	0	0.0

Analysis of Adverse Impact of GAO's Selection Process

<u>Groups Analyzed</u>	<u>Total Universe</u>	<u>Number at GS-12 Level</u>	<u>Minimum number who should have been promoted</u>
<u>Headquarters</u>			
<u>Hired at GS-7</u>			
White males	42	32	30
Minorities	21	15	15
<u>Hired at GS-9</u> <u>1/</u>			
<u>FOD</u>			
<u>Hired at GS-7</u>			
White females	29	9	10
Minorities	32	11	11
<u>Hired at GS-9</u>			
White females	8	7	6
Minorities	15	12	11

*Based on criteria outlined in the Interagency Group Guidelines on Employee Selection Procedures dated August 25, 1978.

1/All persons are at the GS-12 level and no analysis is necessary

ANALYSIS OF PROMOTIONS FOR STAFF
HIRED AT GS-7 DURING CY 1974
(Promotions Made During the Period 8-13-77 to 4-22-78)

Promotion Actions and Groups Analyzed	Total Universe	Less than 12 Months In Grade	Sufficient Time in Grade but not Promoted		Promoted	Number of Months in Grade				
			N=Number	Average Time-in-Grade		Mean	Median	Mode	Range	
<u>Headquarters</u>										
<u>GS-11 to GS-12</u>								13.50		
White Males	39	0	0	17.03	29	15.5	16.75	16.75	12.50 - 19.25	
White Females	18	0	2	16.50	16	15.5	14.75	14.50	14.00 - 21.25	
Minorities	20	1	5	18.35	14	14.48	14.50	14.50	12.50 - 17.00	
								15.25		
<u>GS-12 to GS-13</u>										
White Males	3	2	1	13.00	-	-	-	-	-	
White Females	1	0	1	12.50	-	-	-	-	-	
Minorities	1	1	0	-	-	-	-	-	-	
<u>FOD</u>										
<u>GS-9 to GS-11</u>										
White Males	1	0	0	-	0	14.75	-	-	-	
White Females	1	0	0	-	0	21.25	-	-	-	
Minorities	2	0	1	33.75	1	30.00	-	-	-	
<u>GS-11 to GS-12</u>										
White Males	51	1	29	17.70	21	14.14	14.63	13.00	12.50 - 19.00	
White Females	27	2	18	16.81	7	15.61	15.00	-	12.50 - 18.50	
Minorities	30	2	17	15.88	11	15.52	15.00	16.75	12.50 - 19.50	
<u>GS-12 to GS-13</u>										
White Males	3	1	2	22.75	0	-	-	-	-	
White Females	1	1	0	-	0	-	-	-	-	
Minorities	0	0	0	-	0	-	-	-	-	

1. A bi-modal distribution exists for white males and minorities in headquarters who were promoted from GS-11 to GS-12.

ANALYSIS OF PROMOTIONS FOR STAFF
 HIRED AT GS-9 DURING CY 1974
 (Promotions Made During the Period 8-13-77 to 4-22-78)

22

Promotion Actions and Groups Analyzed	Total Universe	Less than 12 Months In Grade.	Sufficient Time in Grade but not Promoted		Promoted	Number of Months in Grade				
			N=Number	Average Time-in-Grade		Mean	Median	Mode	Range	
<u>Headquarters</u>										
<u>GS-11 to GS-12</u>										
White Males	2	0	0	-	2	20.25	-	-	18.00 - 22.50	
White Females	1	0	0	-	1	18.00	-	-	-	
Minorities	0	0	0	-	0	-	-	-	-	
<u>GS-12 to GS-13</u>										
White Males	26	4	22	15.0	0	-	-	-	-	
White Females	2	0	2	16.13	0	-	-	-	-	
Minorities	6	1	5	15.5	0	-	-	-	-	
<u>FOD</u>										
<u>GS-11 to GS-12</u>										
White Males	26	1	7	23.79	18	23.50	20.50	21.25	15.75 - 26.25	
White Females	2	1	0	-	1	23.25	-	-	-	
Minorities	6	0	3	28.00	3	19.83	19.25	-	19.00 - 21.25	
<u>GS-12 to GS-13</u>										
White Males	40	10	30	15.43	0	-	-	-	-	
White Females	5	2	3	16.25	0	-	-	-	-	
Minorities	9	2	7	14.39	0	-	-	-	-	

CY 1974

ATTACHMENT 16

ATTRITION OF PROFESSIONALS HIRED
AT GS-7 AND GS-9 IN CY 1974

23

<u>GROUPS ANALYZED</u>	<u>HIRED IN CY 1974</u>	<u>NUMBER OF PERSONS SEPARATED AS OF 4-22-78</u>	<u>PERCENT SEPARATED AS OF 4-22-78</u>	<u>NUMBER OF PERSONS STILL WITH GAO</u>	<u>PERCENT REMAINING</u>
<u>GS-7</u>					
White Male	137	40	29.2	97	70.8
White Female	60	12	20.0	48	80.0
Minorities	82	29	35.4	53	64.6
<u>GS-9</u>					
White Male	118	24	20.3	94	79.7
White Female	13	2	15.4	11	84.6
Minorities	31	10	32.3	21	67.7
<u>Total Universe</u>					
White Male	255	64	25.1	191	74.9
White Female	73	14	19.2	59	80.8
Minorities	113	39	34.5	74	65.5

DISTRIBUTION OF PROFESSIONAL STAFF MEMBERS

HIRED AT GS-7 DURING CY 1974

Month	White males			White females			Minorities		
	FOD	Hqs.	Total	FOD	Hqs.	Total	FOD	Hqs.	Total
Jan.	4	7	11	4	2	6	8	6	14
Feb.	5	-	5	-	-	-	4	1	5
Mar.	4	1	5	2	-	2	2	-	2
Apr.	3	4	7	1	2	3	2	1	3
May	5	37	42	1	-	1	3	-	3
Jun.	31	14	45	20	12	32	19	15	34
Jul.	8	6	14	3	4	7	4	1	5
Aug.	4	-	4	1	2	3	4	-	4
Sep.	4	-	4	4	1	5	7	2	9
Oct.	-	-	-	-	-	-	-	-	-
Nov.	-	-	-	1	-	1	-	-	-
Dec.	-	-	-	-	-	-	3	-	3
TOTALS	<u>68</u>	<u>69</u>	<u>137</u>	<u>37</u>	<u>23</u>	<u>60</u>	<u>56</u>	<u>26</u>	<u>82</u>
% of grand total	49.6	50.4		61.7	38.3		68.3	31.7	

HIRED DURING THE FIRST 6 MONTHS

OF CY 1974 (JAN-JULY)

White males	83.9%
White females	73.3
Minorities	74.4

DISTRIBUTION OF PROFESSIONAL STAFF MEMBERS

HIRED AT GS-9 DURING CY 1974

Month	White males			White females			Minorities		
	FOD	Hqs.	Total	FOD	Hqs.	Total	FOD	Hqs.	Total
Jan.	8	9	17	-	1	1	1	3	4
Feb.	2	-	2	1	-	1	2	-	2
Mar.	6	-	6	1	-	1	3	-	3
Apr.	7	2	9	1	-	1	2	1	3
May	5	-	5	1	-	1	1	-	1
Jun.	31	13	44	4	-	4	8	1	9
Jul.	4	2	6	1	-	1	2	-	2
Aug.	7	6	13	-	1	1	2	1	3
Sep.	4	6	10	1	1	2	1	1	2
Oct.	-	-	-	-	-	-	1	-	1
Nov.	1	-	1	-	-	-	-	-	-
Dec.	5	-	5	-	-	-	1	-	1
TOTALS	<u>80</u>	<u>38</u>	<u>118</u>	<u>10</u>	<u>3</u>	<u>13</u>	<u>24</u>	<u>7</u>	<u>31</u>
% of grand total	67.8	32.2		76.9	23.1		77.4	22.6	

HIRED DURING THE FIRST 6 MONTHS

OF CY 1974 (JAN-JULY)

White males	70.3%
White females	69.2
Minorities	71.0

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