

DOCUMENT RESUME

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[Survey of Effectiveness and Need for Equal Employment Opportunity Training at Naval Air Station, Pensacola, Florida]. B-70896. April 25, 1977. 4 pp.

Report to Capt. Ed Shropshire, Commanding Officer, Department of the Navy: Naval Air Station, Pensacola, FL; by Marvin Colbs, Regional Manager, Field Operations Div.: Regional Office (Atlanta).

Issue Area: Non-Discrimination and Equal Opportunity Programs: Federal Agencies' Achievement of Equal Opportunity and Nondiscrimination Objectives (1010); Personnel Management and Compensation: Training and Education Programs (304).

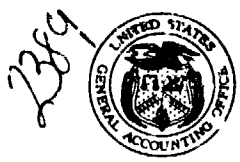
Contact: Field Operations Div.: Regional Office (Atlanta).

Budget Function: Education, Manpower, and Social Services: Training and Employment (504).

Authority: Equal Employment Opportunity Act of 1972. Executive Order 11479. Department of Defense Directive 1322.11.

Department of Navy OPNAV Instruction 1500.24A. Civilian Manpower Management Instruction 713.

A survey of Pensacola Naval Air Station's Equal Employment Opportunity (EEO) training programs focused on kinds of training, identification of participants, and evaluation of results. Findings/Conclusions: The types of training concerned: race relations, focusing on military members; skill improvement for EEO personnel; and orientation courses on legal and policy aspects of EEO programs. Records were not maintained to systematically show the training received or needed. From records reviewed of 11 of 35 EEO principals, it was found that 5 had received no training and 6 received training ranging from 3 to 90 hours per person. In spite of requirements, records showed that 6 out of 10 managerial level employees reviewed had not received EEO training. Also, requirements for evaluation results of training programs were not met. Because of failure to maintain up-to-date records and to perform evaluations, results of the program could not be determined. Recommendations: The commanding officer should: (1) implement a system to accurately record training received; and (2) take action to devise a method for effectively evaluating EEO training to determine what impact it is having on the achievement of EEO goals. (HTW)



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APR 25 1977

Captain Ed Shropshire  
Commanding Officer  
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Dear Captain Shropshire:

We have completed our survey of Equal Employment Opportunity (EEO) training provided by the Naval Air Station, Pensacola, Florida to its personnel. Our work focused on the kinds of training offered, the identification of participants needing training and the evaluation of EEO training results.

Although training was being made available to EEO principals, managers, supervisors and other employees, we believe the program could be strengthened by:

- insuring that training needed and received is recorded in official training and personnel records, and
- evaluating training results.

BACKGROUND

The need for Equal Employment Opportunity (EEO) training is established by the EEO Act of 1972, Executive Order 11475, and the Federal Personnel Manual. Race relations education programs were also established for Navy personnel by Department of Defense Directive 1322.11 and Department of Navy OPNAV Instruction 1500.24A. The need for training employees--particularly managers, supervisors, and individuals directly involved in the EEO program--was also emphasized in the Pensacola Naval Air Station's affirmative action plan.

The types of training given were:

- Race relations training that focused on military members and was generally designed to eliminate racism and discrimination in the Navy and create environments of full equal opportunity.

- EEO skills training designed to improve the skills and knowledge of individuals directly involved in the design and implementation of the EEO program, such as, EEO Coordinators, Federal Women's Program Coordinators, Spanish Speaking Program Coordinators, counselors and discrimination complaint investigators.
- EEO orientation courses designed to provide knowledge, understanding, orientation to supervisors, managers, and other employees on Federal EEO programs including laws, regulations, policies and program requirements.

The need to provide training in personnel administration to EEO principals was also recognized by the Navy, since few individuals are qualified in terms of such experience or training at the time they are appointed to EEO positions--particularly part-time EEO positions.

RECORDS SHOULD BE MAINTAINED TO  
SHOW EEO TRAINING NEEDED AND RECEIVED

Records were not maintained so that training needed and received by EEO principals and others could be systematically and accurately recorded. A factor contributing to this situation was that the automater training requirement information system was not current.

Our review of official training and personnel records for 11 of 35 EEO principals showed that:

- Five principals--three counselors and two EEO committee members--had received no EEO training. Training received by the remaining six principals ranges from 3 to 30 hours per person.
- Six principals had not received training in personnel administration.

The EEO and training officers, however, told us that most of the above principals had received training in both EEO and personnel administration, but that this had not been included in the official records.

Civilian Manpower Management Instruction 713 requires each manager and supervisor to attend a minimum of 4 hours of EEO training each year. The need for providing EEO training to supervisors on their roles and responsibilities in the EEO program was also included in the fiscal year 1975 affirmative action plan. Our review of the official training and personnel records for 10 employees at GS-13 level or above showed that six had not received EEO training. Again, we were told that these individuals had received training, but the records had not been documented.

### NEED FOR EVALUATING EEO TRAINING

The Pensacola Naval Air Station had not evaluated the results of EEO training provided to civilian employees and therefore did not know its impact on EEO.

The Federal Personnel Manual requires agency heads to evaluate the results of training programs to determine whether they are contributing effectively to achieving agency missions and attaining management goals. At a minimum such evaluations should include analysis of

- the extent to which specific training courses or programs produce desired changes in employee knowledge, skills, attitudes, or performance.
- the extent to which the training courses or programs that are provided cover the areas of greatest need, and
- the need for modification in the coverage or conduct of these training courses or programs to meet changing agency needs.

The Naval Air Station's training officer is responsible for determining and evaluating the results of training. Although student critiques were evaluated and may assist in determining whether students were attentive--increasing the possibility for learning--we believe they do not provide an objective evaluation of course content or training results.

Also, the Pensacola Naval Air Station's personnel management evaluations did not cover EEO training.

### CONCLUSIONS AND RECOMMENDATIONS

Up-to-date records were not maintained to show training needed or received by EEO principals and others, thus there was no assurance that those who needed the training received it. The results of EEO training provided to civilian employees had not been properly evaluated, therefore, its results are unknown.

Accordingly, we recommend that the commanding officer (1) implement a system to accurately record training received, and (2) take action to devise a method for effectively evaluating EEO training to determine what impact it is having on the achievement of EEO goals.

We appreciate the cooperation and courtesy extended to us by your staff during our review.

Sincerely yours

MARVIN COLBS

Marvin Colbs  
Regional Manager