

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

FOR FISCAL YEAR 2000

- ❖ SUMMARY ANALYSIS OF WORK FORCE
- ❖ ACCOMPLISHMENT REPORT ON OBJECTIVES AND ACTION ITEMS
- ❖ NOTEWORTHY ACTIVITIES AND INITIATIVES

US ARMY CORPS OF ENGINEERS, NEW ORLEANS DISTRICT
 NAME OF ORGANIZATION

7400 LEAKE AVENUE, NEW ORLEANS, LOUISIANA 70118
 ADDRESS OF ORGANIZATION

ORGANIZATIONAL LEVEL: INSTALLATION

EMPLOYEES COVERED BY PLAN	PROFESSIONAL	ADMINISTRATIVE	TECHNICAL	CLERICAL	OTHER	BLUE-COLLAR	TOTAL
	453	141	232	103	54	282	1265

TERRY L. CHOPIN, EQUAL EMPLOYMENT MANAGER (504) 862-2468
 NAME OF CONTACT PERSON/PERSON PREPARING FORM TELEPHONE NUMBER

TERRY L. CHOPIN, EQUAL EMPLOYMENT MANAGER
 NAME AND TITLE OF PRINCIPAL EEO OFFICIAL

 SIGNATURE OF PRINCIPAL EEO OFFICIAL DATE
 CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.

THOMAS F. JULICH, COLONEL, EN, COMMANDING
 NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

 SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL DATE
 CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.

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ACCOMPLISHMENT REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: Organization and Resources

PROBLEM/BARRIER STATEMENT: A 1997 USACE Inspector General investigative report of the Corps' EEO program, as well as the New Orleans District climate survey, revealed that management officials and supervisors lack the necessary training, sensitivity and commitment to equal employment opportunity and affirmative employment programs.

OBJECTIVES: Increase management officials' understanding of, and participation in, EEO/AEP program initiatives.

	ACTION ITEM	STATUS THIS PERIOD	TARGET DATE	PROJECTED COMPLETION DATE	ACTION OFFICER(S)
	Develop strategic plan AEP development	C	1 May 99	Feb 00	T. Chopin
	Develop AEP checklist	C	1 Jun 99	Feb 00	T. Chopin
	Provide mandatory EEO/AEP training	C	On-going	On-going	T. Chopin D. Frederick
	Develop measurable performance EEO/AEP objectives for managers and supervisors	C	31 Sep 99	Feb 00	T. Chopin
	Ensure managers and supervisors are rated based on measurable EEO/AEP performance objectives	C	31 Sep 99	31 Sep 99	COL Julich
	Hold EEO Award program for supervisory and management personnel	C	Aug 99	Annually	J. Saulny

C = Completed, I = In-progress, N/A = No Action

REPORT ON ACCOMPLISHMENT OF OBJECTIVES:

The post-EO Climate survey team developed a Strategic Plan that serves as both a plan for AEP development and a checklist for supervisors/managers and their superiors. This plan lays out what is expected from managers in the EEO/AE arena. Therefore, it is also a checklist that both managers/supervisors and their subordinates can follow in rating the latter's performance.

All new employees get an EEO briefing, to include a Prevention of Sexual Harassment piece. We coordinated with Office of Counsel and the Civilian Personnel Advisory Center (CPAC) in designing and presenting a new Manager Briefing. This briefing covers what a supervisor needs to know in the legal arena, what areas to concentrate on in the personnel field, and land mines to avoid in EEO. This successful briefing has now been extended to nonsupervisory employees, via the Employee Enrichment Series (EES).

In response to the results of an Equal Opportunity climate survey, a volunteer team of employees representing various levels of the organization worked with the Equal Employment Manager to develop realistic performance indicators and success factors. The District Engineer will use the objectives to rate managers and supervisors for their accomplishments in meeting EEO/AEP program initiatives. These EEO standards, initially to be used for division/office chiefs, will then be placed in the performance standards of subordinate managers, down to branch chief level.

The EEO Office developed criteria for awarding managers, supervisors and employees for excellence in accomplishing equal employment opportunity and affirmative employment program goals. This award is presented annually.

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PROGRAM ELEMENT: Discrimination Complaints

PROBLEM/BARRIER STATEMENT: Newcomers are not receiving adequate information on the EEO complaint procedures and prevention of sexual harassment because orientation sessions are no longer being conducted by the CPAC.

OBJECTIVES: Provide newcomers with training in EEO and the prevention of sexual harassment.

	ACTION ITEM	STATUS THIS PERIOD	TARGET DATE	PROJECTED COMPLETION DATE	ACTION OFFICER(S)
	Develop a training plan	C	Feb 99	Feb 99	T. Chopin
	Identify training participants	C	Quarterly	Quarterly	T. Chopin
	Conducting training sessions	C	Quarterly	On-going	T. Chopin D. Frederick
	Follow-up with service effectiveness tool	C	Quarterly	Quarterly	T. Chopin

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REPORT ON ACCOMPLISHMENT OF OBJECTIVES:

The EEO Office conducted sexual harassment and EEO training for new employees semiannually. Approximately 90% of the district's employees have attended this training.

The Commander's equal employment opportunity and sexual harassment policies have been revised and distributed to all district employees.

In support of the Employee Enrichment Series (EES), the EEM conducted a number of classes for employees and supervisors. The EEO Office collaborated with OC and HR to produce and present a Manager Briefing, which covers "need to know" items from those three areas. This class has now been offered to nonsupervisory employees.

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PROGRAM ELEMENT: Recruitment and Hiring

PROBLEM/BARRIER STATEMENT: Externally, there is a lack of outreach with organizations and associations having qualified pools of women and minorities. Internally, there has been an inadequate use of special recruitment latitude delegated by OPM; within the last two years, no upward mobility positions were offered.

OBJECTIVES: Increase the representation of women and minorities

	ACTION ITEM	STATUS THIS PERIOD	TARGET DATE	PROJECTED COMPLETION DATE	ACTION OFFICER(S)
	Develop an affirmative recruitment strategic plan	C	30 May 99	30 May 00	Managers, w/advice from C. Weber
	Participate in college career days	C	On-going	On-going	J. Saulny, E. Jacobs, A. Mislán, J. Williams
	Extend use of SCEP program	C	On-going	On-going	Managers, w/advice from C. Weber
	Advertise hard-to fill jobs in publications	C	At least twice annually	Mar 00 Sep 00	J. Saulny, E. Jacobs, A. Mislán, J. Williams, T. Chopin, Managers
	Ensure that recruitment literature includes the availability of reasonable accommodations	C	May 99	May 99	T. Chopin
	Encourage employees in engineering and scientific field to visit schools	C	On-going	On-going	T. Chopin

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REPORT ON ACCOMPLISHMENT OF OBJECTIVES:

The Three-Year Affirmative Employment Program Plan is still in effect. This plan, having started in FY99, will continue through FY01. During that period, although AEP annual reports are completed, no additional plans are prepared. Meanwhile, a Strategic AEP Plan was prepared. This plan cites AEP goals for managers, such as: participate in outreach to local educational institutions, fill positions as Upward Mobility and Trainee, offer developmental assignments, broaden the area to which you advertise vacancies, and hire many SCEP's.

❖ Division/Office Accomplishments	❖ Division/Office Accomplishments
<ul style="list-style-type: none"> ❖ IMO. SUNO SCEP Students: Prior to graduation, Carolyn Price worked on Major Apps Team, then hired on as Computer Specialist, GS-7, 2 Jul 00. Marc Knox worked first as a student then was converted to SCEP on 13 Aug 00. ❖ By broad advertising, met <u>four</u> AEP goals. 	<ul style="list-style-type: none"> ❖ RM. Increased SCEPs from one to three positions. ❖ Participated in Green Middle School Career Day. ❖ Promoted one female to GS-12 Budget Officer. ❖ Converted one Asian American female from SCEP to Accountant.
<ul style="list-style-type: none"> ❖ LM. A number of presentations to local schools. Requested an ACTED Intern. ❖ Used widest dissemination to advertise positions. Employ ten mostly women and minority SCEP/STEP students. 	<ul style="list-style-type: none"> ❖ IR. When IR's auditor position was vacated through disability retirement, IR replaced this slot with a trainee career ladder position, which resulted in an opportunity to further diversify the IR workforce and provide professional training and seasoned guidance for Ms. Quynh Dang.
<ul style="list-style-type: none"> ❖ OD. Established wage grade developmental plan. This program allows blue-collar folks to prepare for jobs outside of their specialty and leads to a better chance of promotion in a different series. ❖ OD also promoted a black male to a supervisory GS-13 position. ❖ Converted a good number of SCEP's, half of them minorities and women, to permanent positions. 	<ul style="list-style-type: none"> ❖ IR actively participated in both the PIE and mentoring programs. They were additionally featured in the December "Riverside" for their community outreach.
<ul style="list-style-type: none"> ❖ PA. Converted a minority student to a permanent position. 	<ul style="list-style-type: none"> ❖ They were part of the "kickoff" book drive sponsored through the Lindy Boggs Center for Community Literacy; they collected books then distributed them throughout the city's public housing projects shortly before Christmas.

REPORT ON ACCOMPLISHMENT OF OBJECTIVE (continued):

❖ Division/Office Accomplishments	❖ Division/Office Accomplishments
<ul style="list-style-type: none"> ❖ ED. Gerry Satterlee, C/ED, participated in UNO job fair, participated in E-week activities in Feb 00, spoke to a Tulane Engineering class about Corps opportunities on 29 Feb 00, spoke with some Tulane COOPs on 22 Mar 00, participated on the UNO Advisory Board, participated in the Tulane job fair on 18 Sep 00, visited with Tulane's Dean of Engineering on 28 Sep 00 regarding job opportunities, and spoke to the LSUBR student chapter of SAME (potential SCEPs) on 11 Oct 00. ❖ Bob Fairless, Dep C/ED, participated in Tulane's career fair on 18 Sep 00, supported the visit of McMinn middle school students on 12 Oct 00, and participated in E-week activities in Feb 00. ❖ Tony Joachim routinely e-mails job announcements to UNO, Tulane, SUNO, and Southern University at Baton Rouge. 	<ul style="list-style-type: none"> ❖ EO. Participated with HR and OC to produce Manager Briefing on EEO issues. [Now also given to employees.] ❖ EEO staff visited outlying areas, i.e., locks and dams throughout southern Louisiana. EEO staff participated with HR in visiting school fairs. ❖ EEO's drive to have all employees check race and education annotations for accuracy in DCPDS. This resulted in almost 50 changes. ❖ EEO participates weekly in a joint HR/OC/EO meeting, where we review the pending actions affecting the missions of the three offices. ❖ Upgraded a position encumbered by a black female from GS-6 Assistant to GS-7/9 specialist.
<ul style="list-style-type: none"> ❖ CD. Jim Miles, C/CD, participated in Southern University at Baton Rouge's Career Fair in September. ❖ CD offered three Construction Inspector positions as 5/6/7 so more people could qualify. ❖ Miles and two subordinate CD managers encouraged ED soils lab minorities to apply for Construction Inspector positions to get out of what they perceived as dead-end jobs. ❖ Miles worked with C/OD to recruit an outside minority inspector for one of their vacancies. 	<ul style="list-style-type: none"> ❖ RE. RE employees attended career days at Dillard and SUNO. One twice gave talks at Landry High School. Four employees volunteered to PIE. ❖ Three of three GS-9+ positions were filled as trainee positions (1 GS-1170-07/09, 2 GS 0905-11/12). ❖ All positions GS-6 and above were advertised outside of the district. ❖ One SCEP was hired. ❖ Selecting supervisors had to justify all non-goal-accomplishing selections to Clyde Sellers, C/RE.

REPORT ON ACCOMPLISHMENT OF OBJECTIVE (continued):

❖ Division/Office Accomplishments	❖ Division/Office Accomplishments
<ul style="list-style-type: none"> ❖ HR. Hired an additional black female student. ❖ Participated with OC and EO to produce a Manager Briefing on HR issues. ❖ Visited the Dean of Engineering of Tulane University with two division chiefs to discuss student employment. ❖ Met with groups of individuals going to College Career Job Fairs to discuss options and providing them information. ❖ Provided division/office chiefs with suggestions for enhancing recruitment initiatives for their office. ❖ Assisted in lunch'n'learn on application packages, at Union's request. ❖ Provided information to Job Services offices on how we fill jobs. ❖ Accompanied EEO staff to 4 locks. 	<ul style="list-style-type: none"> ❖ PM. Encouraged employee participation as an EEO Collateral-Duty Counselor and as a member of the BEPC. ❖ Female assigned as MVN Coordinator for the National Heritage Rivers Initiative. ❖ PM supervisors mentored two female and one minority male employees. Hosted two interns for a semester as part of the Africana Studies Program of the New Orleans Public School System. Hosted a female and a minority male employee from ED for developmental assignments. Hired women and minority students as SCEPs, plus a female STEP. ❖ Established an upward mobility Physical Science Tech position and reclassified and widely advertised two GS-11 biologist positions as 7/9/11 trainee positions to enhance employment opportunities for minorities and women in PM-R. ❖ Continued commitment to HBCU's by completing contracts to Southern University for continued research on two Black cemeteries. This section has initiated dialog with SUNO to establish partnerships and relations with the district. Several recruiting trips to HBCU's for job fairs. ❖ Several employees participate in PIE.
<ul style="list-style-type: none"> ❖ OC. Hired two UNO students (one Hispanic, one African American). The latter resigned when her school schedule changed. ❖ Because the remaining student is extraordinarily bright and has unbridled initiative, they are exposing her to a number of OC disciplines. She was promoted upon completion of 90 days. ❖ Used widest dissemination to advertise positions. ❖ Met with minority law school student regarding a legal intern position. ❖ Participated with EO and HR to produce a Manager Briefing. ❖ SS. Three SS employees participated in Earth Fest 2000. ❖ A SS employee gave free safety classes. 	

REPORT ON ACCOMPLISHMENT OF OBJECTIVE (continued):

The four Special Emphasis Program Committees participated in career fairs at universities and colleges in New Orleans and Baton Rouge. One committee collected résumés from students interested in employment with the Corps. As a result, at least two students were hired under the SCEP appointment authority. EEO staff members made site visits to outlying locks and dams.

A brochure was developed for educating students in grades K - 12 about various engineering disciplines and the Corps. The brochure was sent to local elementary, junior high and senior high schools in the New Orleans metropolitan area. It is also used when district employees visit these institutions. CPAC and EEO developed both recruiting posters and pamphlets to be used at local universities throughout southern Louisiana—universities, employment centers, minorities/women organizations, as well as veterans groups.

Suggestions were made for ensuring that recruitment literature provides information about the availability of reasonable accommodations. The suggestion was adopted by the CPOC.

The decision was made to post the district's job announcements on **Monster.com**, the Internet's premiere "want ad" section. This site will allow us to widely advertise, track our "hits" and applications—all with the intent of receiving more diverse referral lists. Our selecting supervisors can't select more minorities and women unless they show up on the referrals!

The committee that worked pursuant to the Equal Opportunity Climate Survey developed reasonable, measurable standards to be used first, by the division/office chiefs, then down to subordinate managers.

The EEM and one of her staff participate on the Federal Executive Board's (FEB) Equal Opportunity Advisory (EOAC) and the Historically Black Colleges and Universities (HBCU) committees.

The Federal Women's Program Manager received the annual EEO award for Special Emphasis Program Committee member. The Chief of Operations Division was named the EEO Manager of the year. Both awards were announced first, in the weekly Staff Meeting and second, in a message to district personnel from the Commander.

A number of classes will be offered to the district via the Employee Enrichment Series.

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PROGRAM ELEMENT: Employee Development Programs

PROBLEM/BARRIER STATEMENT: Lack of career development opportunities for employees with potential for higher-level positions.

OBJECTIVES: To increase opportunities for employees' participation in career development programs. i.e., upward mobility, on-the-job training, details, apprenticeships, rotational assignments, long-term training.

	ACTION ITEM	STATUS THIS PERIOD	TARGET DATE	PROJECTED COMPLETION DATE	ACTION OFFICER(S)
	Provide orientation workshops on employment opportunities available at the Corps	C	On-going	On-going	J. Saulny, E. Jacobs, A. Mislán, J. Williams
	Ensure employees have realistic Individual Development Plans	C	Feb 99	Feb 99	J. Saulny, E. Jacobs, A. Mislán, J. Williams
	Conduct a survey of skills and training to identify underutilized employees within the district	N/A	1 Dec 99	1 Dec 00	T. Chopin
	Conduct study of the distribution of awards and training	C	1 Jun 99	Jul 99	T. Chopin
	Develop a tracking tool for developmental opportunities	C	May 99	May 99	J. Saulny

C = Completed, I = In-progress, N/A = No Action

REPORT ON ACCOMPLISHMENT OF OBJECTIVES:

The Black Employment Program Committee conducted "rap" sessions for New Orleans District students to discuss employment issues, i.e. assignment of meaningful work, recognition, and conversion.

Low-graded employees were surveyed for their feelings about the effectiveness of individual development plans (IDP's). Results of the survey were published in the district's monthly newsletter. The IDP is also an integral part of the METL process.

The Black Employment Program Committee began work on developing a tracking tool for developmental opportunities.

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PROGRAM ELEMENT: Promotions

PROBLEM/BARRIER STATEMENT: Women and minorities are not being referred for promotions at representative rates.

OBJECTIVES: Women and minorities will be referred at representative rates

	ACTION ITEM	STATUS THIS PERIOD	TARGET DATE	PROJECTED COMPLETION DATE	ACTION OFFICER(S)
	Provide group and individual coaching on preparing successful written applications and resumes	C	On-going	On-going	All Career Program Managers

C = Completed, I= In-progress, N/A = No Action

REPORT ON ACCOMPLISHMENT OF OBJECTIVES:

It appears that both women and minorities are now being referred at a rate commensurate with their representation at the district and in the CLF. The decision has been made to post the district's vacancies on **Monster.com**, the Internet's premiere "want ad" site. Referrals aside, we still do not routinely select minorities at a rate that is at least 80% of the non-minority selection rate. [EEOC 4/5ths Rule.]

The Black Employment Program Committee (BEPC) provided résumé training in coordination with CPAC staff. BEPC members received résumés from employees prior to submission to CPOC.

Blacks in Government (BIG) offers résumé review for employees applying for positions. The Equal Employment Manager is a member of the team that performs these reviews. BIG is considering offering this service to the entire district, and not solely BIG members.

On an individual level, career program managers provided career counseling to employees. Mentoring beyond the career program level is being conducted throughout the district, both formally and informally.

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PROGRAM ELEMENT: Separations

PROBLEM/BARRIER STATEMENT: No problems have been identified in this program area. There is a lack of sufficient information to conduct an analysis of voluntary separations; however, on the surface there appears to be a large number of SCEP engineering students who are leaving the agency to work in the private industry.

OBJECTIVES: Collect sufficient information on separations to determine any differentials that may exist by minority status and sex.

	ACTION ITEM	STATUS THIS PERIOD	TARGET DATE	PROJECTED COMPLETION DATE	ACTION OFFICER(S)
	Develop an exit questionnaire to be completed by person leaving the district	C	30 May 99	30 May 99	J. Saulny
	Analyze trends in separations to determine if turnover rates of women and minorities are comparable with other groups	C	Semi-annually	Mar 00 Sep 00	J. Saulny

C = Completed, I= In-progress, N/A = No Action

REPORT ON ACCOMPLISHMENT OF OBJECTIVES:

The Black Employment Program Committee developed an exit questionnaire for employees who leave the district. They had difficulty in receiving an adequate percentage of responses. Those that they did receive showed no particular trend, negative or positive.

In exit polls or elsewhere, a number of SCEP students allowed that they were leaving because they could be paid more elsewhere, be better utilized, and do real engineer work. Knowing that he is an excellent supervisor of SCEPs who takes the time to groom them, we asked an engineer who is successful in retaining SCEP's to write up a brief guide on how to effectively employ SCEP students (see following page).

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PROGRAM ELEMENT: Program Evaluation

PROBLEM/BARRIER STATEMENT: No problems/barriers have been identified in this program area. However, special effort is being made to ensure that EEO programs are designed to correct identified problems and barriers in other program areas.

OBJECTIVES: Take steps to improve the efficiency and effectiveness of the EEO/AA Programs.

	ACTION ITEM	STATUS THIS PERIOD	TARGET DATE	PROJECTED COMPLETION DATE	ACTION OFFICER(S)
	Conduct Climate Survey	C	1 Oct 99	1 Oct 99	T. Chopin
	Ensure SEPM's have attainable, realistic objectives	C	1 Oct 99	1 Oct 99	T. Chopin
	Ensure Special Emphasis Program Managers have completed required training	C	1 Oct 99	1 Oct 99	T. Chopin
	Conduct random reviews of division/office accomplishment reports	N/A	On-going	On-going	T. Chopin

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REPORT ON ACCOMPLISHMENT OF OBJECTIVES:

Special Emphasis Program Managers have had performance objectives for years. These objectives stay away from "observances," which the 1997 EIG Report and AR 690-12 both say to avoid, and focus on actions that will improve the work and personal status of their constituency. The BEPC provided training on résumé preparation, how to use the Internet to submit applications, etc.

As a result of the recent climate survey, we developed measurable EEO/AE performance objectives for managers and supervisors.

Throughout the fiscal year, EEO staff members attended EEOC technical seminars.

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- 1) Per the suggestion of the Division EEM, EEO's specialists are making visits to shops and field sites. This is to build trust and credibility with the district's employees, both here on the reservation and elsewhere throughout the state.
- 2) The New Orleans District has new managers of two special emphasis groups: Handicapped and Hispanic. Angel Mislán replaces Lourdes Leyva-Colon, who is now serving with her husband in Germany. When Tiffany Wallace, a long-time member of the Special Needs Action Panel, got a job with U.S. Customs, she temporarily turned over the leadership of SNAP to its chairperson, Skip Jacobs. Barbara Dickerson, new to the EEO Office, will eventually take over as Manager. Ms. Dickerson was also trained as EEO Counselor.
- 3) When filling behind Ms. Wallace, EEO heavily weighted computer and analytical skills on the KSA's used to determine highly qualified candidates. The position is still that of an Equal Employment Specialist, but NOD has need for someone to routinely retrieve and analyze personnel data. Ms. Dickerson, previously of OPM, and with a Masters in Sociology, was just the person for this position!
- 4) The expected news about EEO's impending DA Intern turned out to be a surprise. When he didn't like how DA was running the intern selection, Gonzellas Williams, CEEO, removed our district from competition. EEO will again try for an intern in FY01.

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SUMMARY ANALYSIS

The final pages of this report are the Summary Analysis pages, 1-4. In the Professional Category overall, compared to the National Civilian Labor Force (CLF), the district is shown to be significantly below parity (2 Standard Deviations, 2 SD) in the area of women overall. However, when broken down by grade, we use the New Orleans Metropolitan Statistical Area (MSA) for all but grades 13-15. This results in the following areas where goals are appropriate: grades 5-8 and 13-15, white women; grades 9-12, black women.

In the Administrative Category, because the vast majority of the positions are at GS-12 and below, we compare our statistics to the New Orleans MSA. We are near enough (within 2 SD) to the CLF figures in all categories here that no goals are appropriate.

The same holds true for the Clerical Category where, comparing to the New Orleans MSA, we are within 2 SD, and no goals are needed.

In the Technical Category, compared to the New Orleans MSA, we are 2 SD below in women overall, and black women in particular. Hiring goals are thus appropriate.

We use the State CLF to compare our Blue-Collar representation, as 2/3 of the district's Blue-Collar employees work, not at the district, but throughout southern Louisiana. We exceed 2 SD below parity in women overall, black and white women in particular—necessitating goals.

The Other Category (Student Career Employment Program (SCEP) employees) is compared to the MSA, which shows that we exceed 2 SD below parity only in white women. However, because the SCEP is how we are able to hire, train, and employ minorities and women, and the Mississippi Valley Division promotes minority/female SCEP's, goals in those categories are needed.

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SUMMARY ANALYSIS, cont'd

We compare Career Program 18 the same way as the Professional Category, i.e., in *general* to the National CLF. But when we break this category down by grade, we use the National CLF only in grades 13-15. We find that we exceed 2 SD below parity in Asian-American males in CP18 overall and in grades 13-15. White women exceed 2 SD below parity in grades 5-8 and 13-15. And black women are 2 SD below in grades 9-12. Goals are thus necessary.

Our Major Occupations (series with over 75 employees) are the following:

- 802 (CE Techs, compared to the MSA CLF, 2 SD below parity only in black and white women;
- 810 (Civil Engineer, compared to like the Professional and CP18 categories, i.e., in *general* to the National CLF. When broken down by grade, National CLF in grades 13-15 only) show we exceed 2 SD in white and black women and Asian-American men.
- 5426 (Lock and Dam Operator, compared to the State CLF). Here we are 2 SD below parity in both white and black women.