

713.2 REV.

POLICY AND PLANNING FOR

FILING IN-HOUSE

EQUAL EMPLOYMENT PLANS

August 1973

A HUD HANDBOOK

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

WASHINGTON, D. C. 20410

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FOREWORD

The Department of Housing and Urban Development is committed to eliminating discrimination because of race, color, religion, sex or national origin in all aspects of its personnel policies, practices and working conditions. This Handbook outlines the requirements for In-House Equal Employment Plans to achieve equality of employment opportunity throughout the Department. It establishes specific criteria for the setting of goals and measuring of progress toward the total elimination of discrimination. Commitment and achievement will be reviewed and evaluated annually. The policy established by this Handbook is issued in accordance with Executive Order 11478, Chapter 713 of the Federal Personnel Manual, and the Civil Service Commission's memorandum to all Federal agencies on May 11, 1971.

This Plan is not to be confused with Affirmative Action Plans filed annually with the Civil Service Commission in accordance with Civil Service Commission Bulletin 713.25. Although the planned actions and justifications by which an office intends to meet its annual goals necessitate that affirmative steps be taken to correct current imbalances and discriminatory practices, the policies and procedures herein described relate to a plan whose formulation and filing is done separately from the annual submission of national and regional affirmative action plans to the Civil Service Commission.

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1. POLICY. The Department of Housing and Urban Development is committed to eliminating discrimination because of race, color, religion, sex or national origin in all aspects of its personnel policies, practices and working conditions. It is the policy of the Department to ensure that the various minority groups and women in the nation as a whole and areas where our offices are located have an equal opportunity to be fully represented in the HUD work force at each geographic location, at all grade ranges and at all levels of responsibility.

This Handbook describes HUD's policy, long range objectives and planning system related to the enlargement of equal employment opportunity. The goals and methods for identifying problem areas and achieving these objectives are dynamic and receive annual review and evaluation. This Handbook is issued in accordance with Executive Order 11478; Chapter 713 of the Federal Personnel Manual; and is consistent with the May 11, 1972, memorandum from the Civil Service Commission to all Federal agencies. The In-House Equal Employment Plans developed by responsible officials are to be in accordance with the guidance of Appendices 1 and 2.

2. RESPONSIBILITIES. Managers, supervisors, and employees are charged with responsibility for supporting and affirming equal opportunity principles.
 - a. The Assistant Secretary for Equal Opportunity is the secretary's principal action officer for Equal Employment Opportunity. She is aided in carrying out her responsibilities by a staff of specialists in Headquarters. Equal Opportunity staffs in Regional Offices and Area Offices provide staff support to Regional Administrators and Area Directors in the carrying out of Equal Employment Opportunity responsibilities.
 - b. The Assistant Secretary for Administration is charged with providing full staff support to equal employment activities and programs through the Office of Personnel in Headquarters and the Regional Personnel Officers in the field. He is further responsible for ensuring that the policies and procedures developed through his staff reflect a positive approach to equal employment opportunity. To this end the following Handbooks, which describe policies of particular importance to equal employment opportunity, are to be reviewed and revised to ensure that these personnel programs are administered in a manner that buttresses the objectives of the Secretary and the Assistant Secretary for Equal Opportunity:

- (1) HUD Handbook 410.1 Employee Development and Training
- (2) HUD Handbook 335.3 A Merit Staffing
- (3) HUD Handbook 400.1 Operation MUST
- (4) HUD Handbook 711.2B Labor-Management Relations
- (5) HUD Handbook 451.2A Employee Incentives
- (6) HUD Handbook 430.3 Performance Evaluation Plan

c. The In-House Equal Employment Plan Officers (hereafter referred to as Plan Officers) of the Department:

- (1) Each Assistant Secretary*
- (2) The General Counsel*
- (3) The Federal Insurance Administrator*
- (4) The Inspector General
- (5) The Executive Assistant to the Secretary
- (6) Each Regional Administrator
- (7) Each Area Office Director
- (8) Each HUD-FHA Insuring Office Director
- (9) Federal Disaster Assistance Administrator

* For Headquarters organizations which they manage.

3. BASIC PROBLEMS. The most apparent symptoms of inequality of opportunity are:

- a. Overall Minority Employment. The absence of a representative sample of minority employees in the work force.
- b. Grade Distribution of Minority Employment. The concentration of minority employees in a few grade levels and/or job types.
- c. Distribution of Women. The exclusion of women from higher grade positions and from occupations which lead to positions with significant program authority and responsibility.
- d. Specific Distribution. The identification of specific patterns of discrimination against minority groups and women in certain occupations, grades or organizational entities and favoring one minority group when there are other groups in the geographic area.

4. DEFINITIONS. To assure common interpretation of the guidelines by those charged with approving or disapproving Plans, the following definitions of qualitative terms are provided.

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- a. Long Range Desired Profile. The eventual statistical configuration by race and sex which the Plan Officer desires for his work force. The grade level ranges on which projections should be based are described in Appendix 2, paragraph 5. Based on the Current Profile and anticipated changes in ceiling, attrition and turnover rates, a Plan Officer will describe the changes he realistically feels can be brought about within the year to reduce the disparity between the Current Profile and the Long Range Desired Profile.
 - b. Annual Projections. The changes in the current work force profile that will be achievable within the appropriate fiscal year, based on attrition rate, anticipated changes in ceiling and promotions. Projections reduce the disparity between the current work force profile and the Long Range Desired Profile.
 - c. Minority. Civil Service Commission designations of minority groups are: Negro, Spanish-Surnamed, American Indian, Oriental, Aleut and Eskimo. A woman is counted as a minority only if she belongs to one of these groups.
 - d. Commitment. Assurance that the projections of the In-House EE Projection Plan will be achieved. The following are examples of actions which will be considered a commitment to achieve the self-appointed projections of the In-House EE Projection Plan.
 - a. setting aside fiscal resources for recruiting or training;
 - b. setting aside manhours for staff surveys or restructuring job requirements.

Other specific actions demonstrating commitment are encouraged by all EE Plan Officers.

- e. Realistic Action. Will mean actions realistic in relation to the projections set. Projection of ambitious minority or female recruitment efforts are not realistic in relation to an office with an annual turnover rate of four employees which anticipates no new positions within the coming fiscal year. Approval is more dependent upon likelihood of results than size of effort. Therefore, "realistic" actions must pertain to "realistic" projections.
- f. Compliance. Will be judged by the degree of change effected over time, which indicates willingness to conform with the intent of the departmental policy and guidelines.

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- g. In-House EE Projection Plan. Is defined as the annual submission of Annual Projections for the problem areas and planned actions and justifications for meeting these projections.
 - h. Affirmative Action Plan. Refers to the separate plan for in-house employment which is filed yearly with the Civil Service Commission, based on their Bulletin 713.25, and is not to be confused with the submission of the In-House EE Projection Plan, based on this Handbook, HUD 713.2 REV., although this Handbook also speaks toward affirmative actions to redress inequality of employment in HUD's work force.
 - i. Current Profile. The actual statistical configuration of the work force of an office by race and sex at the beginning of a planning cycle. A Plan Officer bases his plan for the coming year on the disparity between his Current Profile and his Long Range Desired Profile.
5. ACHIEVING PROJECTIONS. Each Plan Officer is responsible for the following actions in accordance with Appendix 1, paragraph 3 and Appendix 2 of this Handbook.
- a. He will provide racial identification of employees and analyze, in a manner prescribed by the Department, the work force profile in his organization to uncover problem areas which reflect the presence of any impediments to equal opportunity.
 - b. On the basis of this analysis, he will set projections for his organization and the specific actions he intends to initiate to achieve these results, in order to move toward the Long Range Desired Profile for his office. These projections and actions should be realistic, achievable, short-range targets to be met within a year. These plans will be reviewed and approved by the next higher management level, i.e. Area Office and Insuring Office projections will be reviewed and approved by the Regional Administrator. Regional and Headquarters projections will be approved by the Under Secretary based upon review and recommendations of the Assistant Secretary for Equal Opportunity and the Assistant Secretary for Administration. Upon approval they will become the projections to be reached during the next fiscal year.
 - c. In their In-House EE Projection Plans, the Plan Officers will include specific planned actions in each of the following categories:

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- (1) Organization and resources to administer the EEO Program in a positive and effective manner.
 - (2) Recruitment activities designed to reach and attract job candidates from all sources.
 - (3) Full utilization of the present skills of employees.
 - (4) Opportunities for employees to enhance their skills, perform at their highest potential, and advance in accordance with their abilities (upward Mobility).
 - (5) Training, advice, incentives, and performance evaluation to assure program understanding and support by supervisors and managers.
 - (6) Participation in community efforts to improve conditions which affect employability.
 - (7) System for internal program evaluation.
 - (8) Prompt, fair, and impartial processing of complaints of discrimination, and Equal Employment Opportunity counseling.

Plans will also identify proposed projections which the Plan Officer intends to achieve in an effort to move toward overall departmental objectives of equal employment opportunity.

- d. The Under Secretary's approval or disapproval of annual In-House EE Projection Plans will be communicated to Headquarters and Regional Plan Officers by May 1.
6. COMPLIANCE. The annual formulation of In-House EE Projection Plans will provide the Plan Officers an additional opportunity for evaluation of the sufficiency of the total employment program within their purview.
- a. Remedial or disciplinary actions with respect to managerial or supervisory employees who have failed in their responsibilities to implement policies of equal opportunity in employment may be submitted as documentation of departmental efforts toward compliance. (Federal Personnel Manual System - Letter 713-3 - Subject: Equal Employment Opportunity Regulations - 1966).

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- b. Intentional violation of this policy and its attendant

responsibilities can be cause for dismissal of the Plan Officer and any other employee responsible for specific acts of violation (subject to the required statutory and procedural safeguards of the Department).

- c. The "good faith" of efforts and commitments which do not result in equal employment in all aspects of operations will be open to question since projections are self-appointed and anticipated to be wholly realistic and possible to meet through actions open to any operation in the Department.

7. PLANNING CYCLE will synchronize with the budget cycle:

- a. By February 1 the Assistant Secretary for Administration will send to each Assistant Secretary, the General Counsel, the Inspector General, the Federal Insurance Administrator and Regional Administrators, and the Federal Disaster Assistance Administrator:
 - (1) A computer output which reflects the work force profile(s) within their managerial jurisdiction.
 - (2) A numerical estimate of probable permanent staffing adjustments which can be expected as a result of the budget sent to Congress for the fiscal year to begin in the following July.
 - (3) An estimate of Manpower Recruitment and Development staffing levels for the coming fiscal year including recruitment authorizations for urban interns and other college recruiting.
 - (4) An estimate of training funds available for the coming fiscal year.
- b. Specific In-House EE Projection Plans for the coming fiscal year will be submitted for the Under Secretary's review and approval.
 - (1) By March 1 - Assistant Secretaries, General Counsel, Inspector General, Federal Insurance Administrator, and the Executive Assistant to the Secretary, and the Federal Disaster Assistance Administrator. (Assistant Secretaries having operations within the Central Office of more than 100 employees will submit separate plans for these offices.)

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- (2) By March 15 - Regional Administrators (Regional

Administrators will determine schedules for review and approval of Area and Insuring Office Plans.)

- c. These specific In-House EE Projection Plans developed by the Department's Plan Officers are to be responsive to the requirements outlined in Appendices 1 and 2 of this Handbook. The projections address themselves to the basic problems that impede equal opportunity described in paragraph 3 above. Every Plan Officer must identify and report annually performance to achieve the results to which the secretary is committed.
8. PRINCIPLES. Those to be followed in establishing projections are:
- a. These objectives must be achieved within the framework of merit principles. The projections established by the Plan Officers are to be accomplished with due regard to the statutory and regulatory provisions governing appointments and promotions in the Federal Service. They must not be construed as quotas to be accomplished without regard to such provisions.
 - b. Minority employment will include all of the established minority categories identified by the Civil Service Commission as Negro, Spanish-Surnamed, American Indian, Oriental, Aleut, and Eskimo. A Woman, a minority in the professional technical work force, will not be counted as a minority unless she is a member of one of the five established categories.
 - c. The projections must be realistic in terms of the need for manpower in the organizational entity and the available skills in the area and in the Department.
 - d. The projections are to take into consideration not only the labor market in the area, but are to be developed giving full consideration to the programs of the Department that provide for special training of individuals to meet departmental manpower needs. In addition, vacancies for which recruitment is made on a Department-wide or Region-wide basis should fully utilize minority candidates identified under the Merit Staffing Policy, HUD Handbook 335.1 A.
9. STAFF SUPPORT provided by the Office of Personnel and the Regional Personnel Officers will ensure the coordination of on-going personnel activities with the actions taken by the Plan Officers. This coordination is not to be achieved in a vacuum that isolates the achievement of annual affirmative action from the administration

in departmental handbooks identified in paragraph 2(b) above and in other issuances relating to personnel administration.

10. THE MANPOWER RECRUITMENT AND DEVELOPMENT PROGRAM (MRD) of the Department are major tools used to address the basic problems of inequity of opportunity identified in paragraph 3. The MRD programs are especially funded positions administered under budgetary controls that differ from those that apply to permanent positions. Funds are allocated for jobs under the MRD programs for full-time positions that are to last less than one year, or for part-time or intermittent positions, established for the purpose of the recruitment, training, and development of employees to enter permanent positions at a level of operating effectiveness. The administration of these programs will be continually reviewed to ensure that maximum benefits are obtained under those programs to facilitate the entry of minority candidates and women into those job categories most common to the Department which offer good opportunity for advancement.
11. THE PROJECTIONS for equal employment are established on an annual basis by each In-House EE Plan Officer for his organization. The annual programs are intended to reflect and diminish the problem areas, which are identified by analysis of present staffing and the Long Range Desired Profile for a given office. They will be achieved through the effective utilization of all of the on-going personnel programs of the Department, with particular emphasis on the tools and techniques described above and the methods identified in Appendices 1 and 2. Achievement of objectives in relation to the problem areas will be measured and reported on an annual basis as a part of the formulation of each successive annual plan, using the instructions of Appendix 2.
 - a. Overall Minority Employment. Statistical analysis will reveal the difference between present staffing and the eventual achievement of minimum minority employment accomplished through attrition rates, any changes in ceiling and expected promotions for each organization filing an In-House EE Projection Plan. To reduce the problem area, the Plan Officer is to project plans achievable within a 12-month period. These plans will be reviewed by the next higher management echelon as described in paragraph 7 above and paragraph 3 of Appendix 1.

- b. Grade Distribution of Minority Employment. The distribution of minority employees in the work force should represent an equitable distribution of minorities in all levels of employment. The projections established for overall minority employment

under "a" above is to be applied separately to all grade levels.

- c. Distribution of Women. In setting a Log Range Desired Profile, the same principles which apply to minority employment are applicable to women.
- d. Specific Distribution. To achieve the elimination of patterns of discrimination in occupational groups that offer opportunity for advancement, discrimination by clustering minority groups and women in certain organizations, and discrimination by hiring members of only one minority group when others are represented in a geographic area, the problem areas must be identified, a Long Range Desired Profile established, and projections set which will move toward the profile.

Care should be taken that the racial concentrations which have occurred in the past will not be repeated. Awareness of color is now an established principle of good management in order to assure the presence of minorities; the same principle applies to assure the presence of majority employees within a unit or classification. Officers should assure that their employment practices do not foster or allow racial concentration.

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APPENDIX 1. FORMULATING AND REVIEWING IN-HOUSE
EE PROJECTION PLANS

1. RESPONSIBILITY. The following officers are responsible for the annual development of In-House EE Projection Plans: each Assistant Secretary, the General Counsel, the Federal Insurance Administrator, the Executive Assistant to the Secretary, each Regional Administrator, each Area Office Director, and each HUD-FHA Insuring Office Director, and the Federal Disaster Assistance Administrator. These officers are subsequently referred to as In-House EE Plan Officers.
2. PURPOSE. It is intended that In-House EE Plans embody commitment of the Plan Officer to accomplish the following:
 - a. Establish specific methods and techniques to identify, within all geographic offices of the Department, knowledge of the status of minority groups (Negro, Spanish-Surnamed, American Indian, Oriental, Aleut and Eskimo) and women in their employment.
 - b. Require specific commitment to the use of Departmental programs and managerial and supervisory acts, such as Merit Staffing policies, to improve the status of minority and women employees where patterns of exclusion or limitation of opportunity are apparent.
 - c. Address problems of discrimination in personnel practices and operations, in working conditions and in relationships with employees and applicants for employment.
3. DEVELOPMENT, SUBMISSION AND IMPLEMENTATION. In-House EE Plans will be formulated by each Plan Officer in accordance with these guidelines which require the statistical identification of problem areas and a commitment to realistic Plans achievable within a specified period of time.
 - a. Each HUD-FHA Insuring Office and Area Office Director will forward the In-House EE Plan for his organization to the appropriate Regional Administrator with three additional copies for the following people:

- (1) One information copy to the labor organization duly recognized by the office for which the Plan is intended.
 - (2) One copy each to the Assistant Regional Administrators for Equal Opportunity and Administration, who will give their concurrence or non-concurrence to the Plan prior to its review by the Regional Administrator.
- b. Each Regional Administrator and each Central Office Assistant Secretary will forward the In-House EE Plan for his organization to the Under Secretary with three additional copies for the following people. (Assistant Secretaries having operations of more than 100 employees within the Central Office will file the In-House EE Plan of those offices separately from the plan for the remainder of their Central Office organization.)
- (1) One information copy to the labor organization duly recognized by the office for which the Plan is intended.
 - (2) One copy each to the Assistant Secretaries for Equal Opportunity and Administration who will give their concurrence or non-concurrence to the Plan prior to its review by the Under Secretary.
- c. Plans will be submitted once each year, in accordance with the following schedule. All plans will follow the budget cycle and will be considered in force as of July 1 each year.
- (1) Assistant Secretaries, General Counsel, Inspector General, Federal Insurance Administrator and the Executive Assistant to the Secretary, and the Federal Disaster Assistance Administrator will submit their plans to the Under Secretary by March 1.
 - (2) Regional Administrators will submit their plans to the Under Secretary by March 15.
 - (3) Area and Insuring Office Directors will submit their plans to their Regional Administrators, in accordance with schedules determined by the Regional Administrators.
4. REVIEW. In-House EE Plans will be reviewed for approval or disapproval on the following criteria:

- a. Compliance with actions and projections specified in the

- previous year's plan.
- b. Commitment to direct actions relevant to the correction of the statistically identified problems, and reduction of the difference between the current profile and Long Range Desired Profile. (Statistically identified problems are problems identified through comparison of current work force statistics and the Long Range Desired Profile which show the deficiencies of distribution of minorities and/or women throughout all levels of the work force.)
 - c. The establishment of realistic plans achievable within one year.
5. ASSURING COMPLIANCE. The annual formulation of In-House EE Plans will provide the Plan Officer an additional opportunity for evaluation of the sufficiency of the total employment program within his purview.
- a. Remedial or disciplinary actions with respect to managerial or supervisory employees who have failed in their responsibilities to implement policies of equal opportunity in employment may be submitted as documentation of efforts toward compliance. (Federal Personnel Manual System - Letter 713.3 - Subject: Equal Employment Opportunity Regulations - 1966.)
 - b. Intentional violation of this policy by the EE Plan Officer and any other employee for attendant responsibilities can be cause for dismissal subject to the required statutory and procedural safeguards of the Department.
6. SUPPORT AND ASSISTANCE. The support and assistance of the appropriate staff level of the Assistant Secretaries for Administration and Equal Opportunity will be available to all offices. Requests for support or assistance may be either specific or general in nature.
7. RELATIONSHIP TO OTHER PERSONNEL PROGRAMS. Equal Opportunity in employment is an implicit objective of all aspects of personnel administration. Use of existing personnel programs and procedures and HUD training programs will provide each Plan Officer with great flexibility in making and carrying out his commitments for increasing equal employment opportunity in his organization over the next 12 months. Reference to use of a training program or an administrative action under the requests for "Planned Actions and Justification" is necessary documentation for the filing of an In-House EE Plan. See Appendix 4 for a partial list of HUD training programs.

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APPENDIX 2. EQUAL EMPLOYMENT OBJECTIVES

1. INTRODUCTION. Criteria have been established to assure that In-House EE Plans will have goals meaningful and quantifiable in the achievement of equal employment opportunity. These same criteria provide a basis for a continuing review and measurement of the performance and effectiveness of each organizational entity and establish the means for setting forth specifically the Department's equal employment objectives.
 2. PROBLEM AREAS. There are four commonly apparent symptoms of inequality of employment opportunity to be addressed immediately where they exist by all organizational entities.
 - a. An Overall Minority Employment Problem is indicated by the absence of a representative number of minority employees in the work force.
 - b. A Minority Distribution Problem is indicated by the concentration of minority employees in a few grade levels and/or job types.
 - c. A Distribution of Women Problem is indicated by the relative absence of women in professional or other higher grade positions.
 - d. A Specific Distribution Problem may exist when any of the following characteristics is in evidence.
 - (1) Absence of minorities or women from three grade levels most common to the operation.
 - (2) Absence or under-representation of any significant minority group in the whole work force or any separate identifiable part of it.
 - (3) Concentration of minority or female employees in a grade level, job type or specific operation.
 3. SELECTION OF LONG RANGE DESIRED PROFILE AND ESTABLISHMENT OF ANNUAL PLANS.
 - a. Review of the statistical profile of an organizational work force will indicate patterns or practices which may be impeding employment opportunity in that organization.
 - b. Problem areas will reflect, statistically, the difference between a current profile and an attainable, future Long Range Desired Profile, which by taking corrective actions, will
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- eliminate the specific problem and, by definition, reflect increased equal employment opportunity. The corrective action possible within the next twelve months, to show maximum measurable progress within that period, become the Plan potentially achievable within one year, or the annual In-House EE Plan for that filing period.
- c. Distinction Between Plans and Quotas. The principles outlined in the handbook must be achieved within the framework of merit principles. It is essential that the statistical Plans be accomplished with due regard to the statutory and regulatory provisions governing appointments and promotions in the Government service. These Plans must not be construed as quotas to be accomplished without regard to such provisions.
4. PROBLEM OF OVERALL MINORITY EMPLOYMENT - SELECTION OF LONG RANGE DESIRED PROFILE. In order that it can plan and administer its problems to meet real needs, and relate to the community it serves, the Department must be represented as an equal opportunity employer. Each Plan Officer must determine for his office, given current and anticipated turnover rates and new positions, what the eventual equal employment opportunity representation of minorities and women in his work force should be. This is his Long Range Desired Profile.
5. PROBLEM OF MINORITY DISTRIBUTION. The grade level range selected as a basis for determining the Problem Areas for Overall Minority Employment, will also provide the basis for addressing problems of Minority Distribution. Three broad categories, GS-1-6, GS-7-11, GS-12-15, should each have similar minimums of minority representation in their personnel.
6. PROBLEM OF THE DISTRIBUTION OF WOMEN. To facilitate the consideration and inclusion of women in the professional/technical work force and assure their equal opportunity to progress to higher levels of authority and grade, the Department, in order to bear equally on all of its organizational entities, has established a basis for determining future departmental profiles. The grade level range identified as the basis for determining the Problem Areas in paragraph 5 above is applicable.
7. PROBLEMS OF SPECIFIC DISTRIBUTION. Problem of Specific Distribution will be identified by the absence of minorities or women from any given grade in the work force, or the concentration of minority or female employees in a grade level or job type. Good judgment will be required in the setting of annual Plans to address Specific Distribution problem within each reporting period. Studying the computer printouts for the office will reveal to
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the Plan Officer less obvious degree of exclusion, limitation, or oversight which conscious personnel efforts easily can correct. Determining the presence of various minority groups in the SMSA's minority population will help determine the problem areas and, based on these and the Long Range Desired Profile, the annual projections.

8. FORMULATING IN-HOUSE EE PLANS. A Plan Officer will formulate and submit the EE Plan for his operation. Each Plan Officer must establish Long Range Desired Profiles for each of four separate problem areas. Each profile must include annual projections as well as the planned actions and the rationale for their use as means of attaining the objectives.

The types of problems which exist, their magnitude and the pace at which they will be resolved will all be reflected. The successive filing of Plans provides the measurement of progress by a comparison of any two Plans of an office in sequence. The statistical identification of current problems in the annual In-House EE Plan is itself the major basis for judging compliance or good faith efforts. Any documentation or background data indicating unforeseen circumstances which may have made full compliance with the last Plan impossible are invited as part of the filing of the annual In-House EE Plan.

9. PROGRESS REPORT ON IN-HOUSE EE PLAN.

- a. In order to carry out the review responsibilities of evaluating the effectiveness of EE Plans, a progress report will be forwarded quarterly to the Assistant Secretary for Equal Opportunity. A format (EE 06-0010R) is attached as Appendix 3. The progress report for each Region will cover the Regional Office in Column (1) as well as the separate progress reports of each Area and Insuring Office in the Region Columns (2-13). Each of these offices should be listed separately where indicated on the form.
- b. Offices in the Central Office which are responsible for filing more than one Plan, per paragraph 7b(1) of Handbook 713.2 REV., similarly should report progress of each subordinate filing office separately.
- c. Preparation of the progress report should be as follows:
- (1) Annual projections for minorities and women for the various grade ranges should be listed as shown in each EE Plan. Show the number of minorities and women actually employed at the end of the reporting period including total clerical

and para-professional employees in the GS-7/11 level in the parenthesis. The change from the last reporting period should be shown on the line, "Chg. Since Last Report."

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- (2) Under "PROMOTION" the total number of promotions for each office for the reporting period should be listed irrespective of grade level. Separate entities should be made to indicate the number of minorities, including minority women, receiving promotions and the number of women receiving promotions.
- (3) Under "UPWARD MOBILITY TRAINING" (as described in Appendix 4 of Handbook 713.2) also show the total minority and women employees currently involved in such training.
- (4) The report should be signed by the Regional Administrator or, in Central Office, by the appropriate Assistant Secretary or Office Head.
- (5) Employment Distribution - Show the total number of female/male employees in each grade level by the established Civil Service Commission codes 1-7.

d. Reports are to be submitted quarterly and are due 15 days following the end of each quarter.

10. RESERVED.

TRAINING OPPORTUNITIES - HUD

1. Federal Executive Institute - GS-16 and above. An eight-week program in management oriented courses and study to strengthen the individual executives abilities and capabilities. Located in Charlottesville, Virginia.
2. Executive Seminar Centers - GS-14 and GS-15. Both management oriented and program curriculum. Located in Kings Point, New York; Oak Ridge, Tennessee, and Berkeley, California.
3. HUD Career Education Program:
 - a. Education for Public Management - GS-11 through GS-15. One year generalized graduate study. Eight participating universities.
 - b. Princeton - GS-14 and above. One year graduate study in specially designed programs.
 - c. Urban Development Academic Program - GS-9 through GS-16. One year graduate study in areas necessary to supplement present qualifications.
4. Academic Support Program - GS-1 through GS-7.

New Careers Intern - three years undergraduate study with four hours work and four hours study.
5. Continuing Education - open to all grader. After hours training at local colleges and universities in HUD or job-related courses.
6. Interagency and Civil Service Commission - open to all grades. Job-related training during working hours at the Civil Service Commission and other Federal agencies.
7. Programmed Learning Laboratory - open to all grades. Various development and job-related courses available in HUD Headquarters Training Center.
8. Secretarial Training - open to secretarial employees in HUD. Classes held in HUD Headquarters Training Center.
9. Supervisory/Management Training - open to all HUD supervisors. Classes held in HUD Headquarters Training Center.
10. Community Development Specialist Seminar - open to professional employees at Federal, State, and local level. A two-week session designed to emphasize the interdisciplinary approach to solving community problems.

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Appendix 4

Training

New or expanded Headquarters training program will be developed to provide: