

CHAPTER 2. RESPONSIBILITIES

2-1. The Secretary of the Department of Housing and Urban Development is the primary person responsible for providing equality of opportunity in employment in the Department for all persons; to prohibit discrimination because of race, color, religion, sex, age, national origin or disability in all aspects of its personnel policies, programs, practices, and operations and in all its working conditions and relationships with employees and applicants for employment; and to promote the full realization of equal opportunity in employment through continuing programs of affirmative action at every management level within the Department. The Secretary of the Department has delegated these responsibilities as follows:

A. Assistant Secretary for Fair Housing and Equal Opportunity.

The Assistant Secretary for Fair Housing and Equal Opportunity also serves as the Director of Equal Employment Opportunity for the Department and is responsible for enforcing the provisions of all relevant orders, regulations and policies, and for advising the Secretary on all matters pertaining to EEO as well as ensuring that equal opportunity for women is an integral part of the agency's overall program of affirmative action and equal employment opportunity. The Assistant Secretary is also charged with: implementing, monitoring, and evaluating affirmative employment initiatives Departmentwide; monitoring and helping to meet the objectives and goals of the Department's Federal Equal Opportunity Recruitment Program (FEORP); designating Equal Employment Opportunity Counselors; receiving, investigating, and rendering final decisions on discrimination complaints; and, recommending or taking remedial action when necessary and/or appropriate.

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B. Assistant Secretary for Administration.

The Assistant Secretary for Administration is responsible for providing leadership in developing and maintaining personnel management policies, programs, and procedures which will promote continuing affirmative action to ensure equal opportunity in the recruitment, selection, placement, training, and promotion of all employees; ensuring the effective implementation of personnel management policies, programs, and procedures of equal employment opportunity; and participating at the national level with other government departments and agencies, other employees, and other public and private groups, in cooperative action to improve employment opportunities.

- C. Each Assistant Secretary, the General Counsel, the Chief Financial Officer, the Inspector General, the President of GNMA, the Chief of Staff, each Regional Administrator-Regional Housing Commissioner, and any other primary organization head as designated by the Secretary.

Each of these individuals shall serve as Equal Employment Opportunity Officers for their organizational units. The Chief of Staff shall act in this capacity for the Office of the Secretary. As such they are responsible for ensuring that EEO principles are carried out within their organizational units and that all discrimination complaints arising therein are processed. As EEO Officers, they are also responsible for supporting the goals of the FWP and for ensuring that women are provided equal opportunity to all career development and advancement opportunities within their respective organizations. To accomplish this, they must know the status of women employees in their offices and must promote and institute action plans including upward mobility, training, and educational programs. Regional Administrators have a responsibility to support Regional FWP

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Managers and Field Office FWP Coordinators and Committees in performing their functions by ensuring that the FWP is a part of their office, and consulting and enlisting the aid of recognized labor organizations. Depending upon

the activities planned by the FWP or the goals established, recognized labor organizations may have to be consulted in implementing the objectives of the FWP.

D. Regional Fair Housing and Equal Opportunity (FHEO) Directors.

The Regional FHEO Directors, or other official designated by the Regional Administrator, will assist the EEO Officer in the development of the Affirmative Employment Program Plan, and have the responsibility for reviewing, monitoring and evaluating the program, and for ensuring that the goals and objectives of the Regional Affirmative Employment Program Plan are fulfilled within their offices.

E. Regional Personnel Officers.

Regional Personnel Officers, or other officials designated by the Regional Administrator, have the principal responsibility for developing the Regional Affirmative Employment Program Plan, and for activating and implementing the action items contained therein (in some cases this responsibility lies with the Regional Office of Fair Housing and Equal Opportunity). In addition, Regional Personnel Officers have responsibility for implementation of the Regional Federal Equal Opportunity Recruitment Program (FEORP) and for reporting accordingly.

F. Supervisors and Managers.

All Managers and Supervisors are responsible for ensuring that EEO principles guide their relationships with employees in all matters of placement, promotion, career development, and training opportunities within their

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jurisdictions. They are also obligated to provide leadership in establishing and maintaining a working environment which is free from bias and in which women employees are given the same opportunities for improvement and advancement as men.

G. National Federal Women's Program Manager.

The role of the National FWPM will depend greatly upon the specific needs of the Department at any given point in time. On an on-going basis, the National FWPM may also perform the following duties and functions:

1. Assess employment trends to identify possible problem areas of women, minorities and persons with disabilities (e.g., statistical data on hires, promotions, internal movements, amount and type of training; common concerns expressed by employees during counseling and number and type of EEO complaints filed).
2. Review staffing patterns and position qualification requirements, and management staffing decisions made concerning staffing needs to identify opportunities for increased employment of women, minorities and persons with disabilities.
3. Review organizational policies, procedures, and practices concerning employment decisions to identify their impact upon women, minorities and persons with disabilities (e.g., grade levels at which positions are filled, areas of consideration, factors and weights, interviewing and selection procedures).
4. Assist in designing and implementing career enhancement programs by examining the needs of women who are in "dead-end" positions or who are at the end of their career ladder (e.g., women who are in clerical support

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positions and cannot move up; women who are at the top of their career ladder and find it difficult to move into supervisory and managerial positions; or women who are in supervisory or managerial positions who find it difficult to move into higher level management positions).

5. Participate in training sessions and

meetings with managers and supervisors to inform them of EEO developments and refresh their basic EEO training.

6. Provide input to the organizational Affirmative Employment Program Plan to reflect the FWP program's goals, concerns and priorities.
7. Consult with the Office of Personnel and the Affirmative Employment Division on initiatives regarding training and career development, upward mobility, and recruitment.
8. Maintain recruitment contacts and encourage the submission of job applications for announced vacancies. Actively participate in recruitment activities (e.g., career days, job fairs, legal conferences) when appropriate.
9. Plan, sponsor and conduct various employee activities, particularly those in observance of women, and those which will enhance the employment, advancement, health or safety of employees.
10. Attend equal employment opportunity and personnel training courses to remain abreast of changes in equal employment opportunity and personnel processes.

11. Become knowledgeable of the actual employment opportunity discrimination complaint process, the negotiated grievance process, and distinctions between the two.
12. Communicate with other special emphasis program managers and constituent groups on program concerns.
13. Collect, publicize, interpret and disseminate information and materials relative to FWP interests and concerns, using bulletin boards, newsletters, training sessions.

14. Develop and implement a Departmentwide plan for the prevention of sexual harassment in the work force in accordance with EEOC Guidance on Federal Affirmative Employment Planning. (See Chapter 7 for additional information.)
15. Represent the Department in all aspects of the FWP.

H. Regional FWP Managers.

The role of the Regional FWP Manager is identical to that of the National FWP Manager but directed toward women employees in their respective geographic areas (all of these duties and responsibilities, however, are at the discretion of the Regional Administrator). Regional FWP Managers will also assist the National FWP Manager in the development and implementation of a plan for the prevention of sexual harassment in the work force in accordance with EEOC Guidance on Federal Affirmative Employment Planning.

I. Headquarters FWP Coordinators.

Headquarters FWP Coordinators act in direct support of the National FWP Manager in:

1. Reviewing organizational policies, procedures, and practices concerning employment decisions.
2. Designing and implementing career enhancement programs.
3. Participating in training sessions and meetings.
4. Providing input to the organizational Affirmative Employment Program Plan.
5. Planning, sponsoring and conducting various employee activities.
6. Attending equal employment opportunity and personnel training courses to remain abreast with the personnel process.

7. Collecting, publicizing, interpreting and disseminating information within their organization.
8. Assisting in the development and implementation of a plan for the prevention of sexual harassment in the work force in accordance with EEOC Guidance on Federal Affirmative Employment Planning.

J. Field Office FWP Coordinators.

Field Office FWP Coordinators assist Regional FWP Managers in carrying out the policies of the Federal Women's Program, and assist in the implementation of a plan for prevention of sexual harassment in the work force. Field Office Coordinators are also responsible for providing supporting facts and data affecting or concerning women in their offices to the Regional FWP Manager.

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K. Employees.

Employees have a responsibility for their own self-development and advancement by making their career interest known to their supervisors and others, and by actively working toward those goals. All employees also have a responsibility for supporting equal employment opportunity by treating other employees with the respect due all individuals.

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