

ORDER

EA 3300.22F

FAA EASTERN REGION EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN



OCTOBER 1, 1979

**DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
Eastern Region**

Distribution: REA-3; FOF-0 (Min); FAF-5(1 ea.); FAF-7 (2ea.); AEA-9 (110 cyps); AEA-10 (5 cyps); AEA-60 (5 cyps); PATCO, NAATS, AFGE Local 2791, NAGE Local R2-10R, NAGE Local R2-73 (1 ea.); and EEO Advisory Committee (10 cyps).

Initiated by: AEA-9/10

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*** Part D. EQUAL EMPLOYMENT OPPORTUNITY ACTION REPORTS FORMAT (RIS: EA 3300-2)**

- 1 (2 and 3) *

CHAPTER 1. GENERAL

1. PURPOSE. This order establishes Equal Employment Opportunity Affirmative Action Plan (EEOsAAP) to be followed during FY-80 in assuring continued equal employment opportunity practices throughout the Eastern Region without regard to race, color, religion, sex, national origin, age, or physical or mental handicap.

2. DISTRIBUTION. This order is distributed to the branch level and above in the Regional Office and to all field offices and facilities.

3. CANCELLATION. Order EA 3300.22E is canceled.

4. BACKGROUND. The Equal Employment Opportunity Act of 1972 (PL 92-261), which became law on March 24, 1972, instructed the U.S. Civil Service Commission to establish procedures so that Federal agencies could assure equal employment opportunity. FPM Letter 713-40, August 17, 1977, established guidelines for the preparation of Equal Employment Opportunity Plans. This order is being issued to insure that the Equal Employment Opportunity Act and the agency's FY-80 EEO AAP are implemented in this region.

5. ACTION.

a. All divisions and field offices and facilities with 50 or more employees shall prepare and submit to AEA-9 for approval a new local EEO AAP by March 15, 1980.

b. All Division Chiefs, Staff Officers, and Field Office and Facility Chiefs shall review this plan, make necessary resources available to assure implementation of its provisions which pertain to their employing jurisdiction, and discuss this order with their subordinate supervisors by January 15, 1980. All supervisors shall, in turn, brief their employees on this order by February 1, 1980.

* 6. EFFECTIVE DATE. The FY-80 Equal Employment Opportunity Affirmative Action Plan (Part C) is effective October 1, 1979.

7. REPORTS.

a. Chiefs of field offices and facilities shall submit Employment Opportunity Action Reports (RIS: EA 3300-2) to their division chiefs within ten (10) calendar days following the END of each quarter (one copy for AEA-9 and one copy for AEA-10). Each report shall include:

(1) ~~Activities during the quarter in the program area relevant to the EEO AAP responsibilities.~~

(2) Narrative and statistical reports in accordance with Part D.

NOTE: IF THERE ARE NO ACCOMPLISHMENTS, NEGATIVE REPORTS ARE REQUIRED.

b. Division chiefs and staff officers shall consolidate the reports of their cognizant field facilities. They shall submit an overall quarterly report (RIS: EA 3300-2) for the division, including field and Regional Office activity, to the Civil Rights Officer, AEA-9, with a copy to the Chief, Personnel Management Division, AEA-10, within twenty (20) calendar days following the END of each quarter. These must include:

(1) Activities during the quarter in their program areas relevant to the region's EEO Program and their AAP responsibilities.

(2) Narrative and statistical reports in accordance with Part D.

8. PROCEDURE. After initial review of Parts A and B emphasis shall be given to Part C which identifies steps and target dates for attaining those objectives where assessment discloses specific problems.

9. APPROVAL AUTHORITY. Authority to approve changes to this order is reserved for the Regional Director.

CHAPTER 2. DESCRIPTION OF PLAN

10. COORDINATION AND DEVELOPMENT. The preparation of the EEO Affirmative Action Plan is a joint responsibility of the Personnel Management Division and Civil Rights Staff. Consultation sessions were held throughout the action plan development process. Personnel Management and Civil Rights Staff members met to share evaluative and statistical information and to coordinate input received from all other sources.
11. INTRODUCTION. Part A of the plan contains the Eastern Region's policy statement with regard to EEO, a description of the major subordinate level organizations and the roles and the interrelationships of program officials.
12. ACCOMPLISHMENTS. The accomplishment report in Part B of the plan describes the extent to which action items contained in the FY-79 plan have been accomplished.
13. OBJECTIVES AND ACTION ITEMS. Part C of the plan includes only those objectives and action items for which the assessment discloses specific problems. Program maintenance type activities do not appear as objectives or action items. Although the action plan is for FY-80, some of the objectives and action items extend through FY-81. Each year when the Eastern Region submits its EEO AAP, an updated Part C will be required to show new, modified, or terminated objectives or action items resulting from program changes within the region, accomplishment or lack of accomplishment, or changes as a result of assessment.

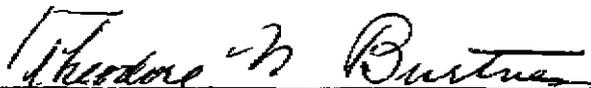
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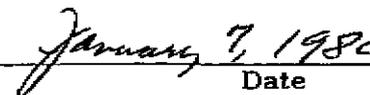
Department of Transportation
Federal Aviation Administration
Eastern Region
Federal Building
John F. Kennedy International Airport
Jamaica, New York 11430

Number of Employees Covered by this Plan

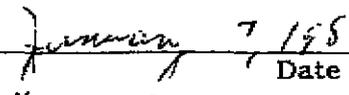
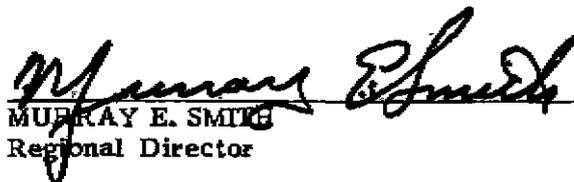
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THEODORE N. BURTNESSE
Chief, Personnel Management Division


Date

OLGA J. MANZANO
Chief, Civil Rights Staff


Date

MURRAY E. SMITH
Regional Director


Date

*9/30/79

PART A - INTRODUCTION

1. Policy and Organization.

a. Policy. It is the policy of the Federal Aviation Administration, Eastern Region, that every aspect of its program for equal employment opportunity, in all phases of employment and related activities be planned, developed, implemented, and maintained in full accordance with the law, policies, rules, and regulations in such an affirmative manner as to assure equality of opportunity for all employees, bearing in mind that even the appearance of discrimination because of race, color, religion, sex, national origin, age, or physical or mental handicap must be avoided.

b. Delegated Responsibilities of EEO Officials.

(1) The Equal Employment Opportunity Officer monitors and appraises the total EEO program, in accordance with agency Order 3300.6B.

(2) The Chief, Personnel Management Division, participates with the Civil Rights Officer in the preparation of the region's AAP and oversees selections for hiring, promotions, reassignments, details, and training programs to ensure that discrimination does not occur.

(3) Division Chiefs, Staff Officers, Facility Chiefs, Sector Managers, and All Supervisors are responsible for ensuring implementation of the region's Equal Employment Opportunity Plan within their programs and/or facilities.

(4) EEO Counselors serve on a collateral duty basis and counsel persons who believe they have been discriminated against on the basis of race, color, sex, national origin, religion, age, or physical or mental handicap. Counselors seek informal resolutions of discrimination allegations, keep records of counseling activities, and provide reports to the Civil Rights Officer, within the bounds of applicable rules, regulations, and laws.

(5) The Federal Women's Program Coordinator is responsible for the development and implementation of plans, programs, priorities, and policies for the Federal Women's Program, based on an in-depth review of the employment posture of the Eastern Region. The Coordinator ensures that all agency activities foster equal employment opportunity for women. The Coordinator participates in the development of the region's AAP.

(6) The Hispanic Employment Program Coordinator is responsible for the development and implementation of plans, programs, priorities, and policies for the Hispanic Employment Program, based on an in-depth review of the employment posture of the Eastern Region. Additionally, the Coordinator ensures that all agency activities foster equal employment opportunity for Hispanics. The Coordinator participates in the development of the region's AAP.

(7) Two Personnel Management Specialists, as directed by the Chief, Personnel Management Division, assume responsibility for all EEO matters as they affect personnel. These include, but are not limited to, the Affirmative Action Plan, minority/women recruitment, and cooperative education. One specialist serves as Housing Officer.

(8) The EEO Advisory Committee, as outlined in Order EA 3300.23, Equal Employment Opportunity Advisory Committee, consisting of ten standing members and three ex-officio members, assists the Civil Rights Officer in carrying out the agency's EEO program.

(9) Discrimination Complaints Investigators investigate formal discrimination complaints as assigned by the Department of Transportation Office of Civil Rights for agencies other than FAA modal units.

(10) EEO Liaison Persons are designated by all divisions in the Regional Office having 50 or more employees. One employee will represent all of those divisions and staff offices having less than 50 employees. They are empowered to speak for the respective Chiefs in providing input into the development of Eastern Region AAP.

(11) The Federal Women's Program Council (FWPC), as outlined in Order EA 3300.21A, consisting of ten members from the Regional Office and nine members-at-large from the field, disseminates information of concern to regional women. Members meet quarterly for the mutual interchange of ideas and information and submission of recommendations to the Regional Director, via the FWPC, for improvements in the Federal Women's Program.

STATEMENT ON EEO POLICY

In recent years, the Federal Aviation Administration, Eastern Region has made significant progress in the recruitment and promotion of women and minority group persons. With gratifying frequency, we have met and exceeded our goals. However, we cannot sit back and rest on our record.

I consider full equality of employment to be one of our most important programs, and I fully endorse the equal opportunity goals and objectives established by the agency. I accept personal responsibility for their implementation here in the Eastern Region, and I ask for your support and cooperation in helping me meet those goals.

I call upon managers, supervisors, and all employees to join me in making Equal Employment Opportunity their own personal commitment. Only our combined efforts will insure continued success in providing equal employment opportunity for all employees and all applicants for employment.

MURRAY E. SMITH
Regional Director

2. Certification of Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials concerned with administration of the EEO Program, including the following:

Chief, Civil Rights Staff (EEO Officer)

Olga J. Manzano

Federal Women's Program Coordinator

Gora E. Mohammed

Personnel Management Specialists

David J. Caines
Vacant

Hispanic Employment Program Coordinator

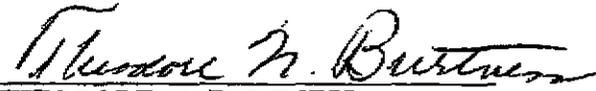
Raul Ratcliffe

Equal Opportunity Specialist

Murray M. Gottlieb

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 "Qualification Guide for Collateral Assignments Involving Equal Employment Opportunity Duties."

Documentation of the review relative to the certification of these qualifications is on file and available for inspection by Equal Employment Opportunity Commission officials.


THEODORE N. BURTNES
Chief, Personnel Management Division

3. Allocation of Personnel and Resources for EEO

| Program Areas | <u>Full-time</u> | <u>Part-time</u> | <u>Percent</u> | <u>Program Costs</u> |
|--|------------------|------------------|----------------|----------------------|
| EEO Program Admin. and Mgmt. | | | | |
| a. EEO Officer | | 1 | 95 | \$ 35,779 |
| b. Federal Women's Program Coordinator | | 1 | 20 | 5,360 |
| c. Hispanic Employment Program Coordinator | | 1 | 20 | 4,472 |
| d. Upward Mobility Coordinator | | 1 | 10 | 2,680 |
| e. EEO Specialists | | 3 | | 56,751 |
| f. EEO Counselors | | 46 | | 61,644 |
| g. EEO Investigator(s) | | 5 | | 6,700 |
| h. Personnel Management Specialists (EEO) | 2 | | 100 | 53,604 |
| i. Other Personnel (EEO Committees) | | 19 | | 7,231 |
| j. Other Administrative Expenses | | | | <u>43,000</u> |
| TOTAL | 2 | 85 | | \$ 234,221 |

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PART B
FY79 - ACCOMPLISHMENT REPORT

1. Organization and Resources

The activities of the Civil Rights Staff have been adversely affected by the lack of resources due to the absence of the Chief and another staff member for an extended period.

Training courses for members of the Civil Rights Staff were identified to familiarize each equal opportunity specialist with the total EEO Program. The training was not accomplished due to rescheduling of courses by the Office of Personnel Management (OPM) and other priorities identified during the fiscal year.

During December 1978, there was a combined meeting of the EEO Advisory, Hispanic Employment Program and Federal Women's Program Committees. The role of each committee was reviewed and training needs identified for members to enhance their knowledge of the EEO program. As a result, in March 1979, a letter was sent to all committee members encouraging them to participate in the FAA directed study course on EEO. Two members of the Federal Women's Program attended the OPM course, Federal Women's Program: A Workshop. In addition, all committee members took part in a two-day course in EEO sponsored by the OPM which covered such topics as the history of EEO, functions of EEO committees, role of EEO family members and steps in developing the region's EEO Affirmative Action Plan.

2. Discrimination Complaints

The EEO Counselors reported a total of 626 contacts with employees during the period August 1, 1978, through September 30, 1979. Of these contacts, 17 became formal complaints.

A review of the Counselors' reports show that there is a need for counselors to be more adept at identifying issues and problems and taking appropriate steps to resolve them before they reach a formal stage. The review also revealed that Counselors are often late in submitting the necessary papers needed to process the complaint. Training of EEO Counselors to increase their effectiveness in counseling and training in interviewing techniques will be provided in FY-80.

The status of formal complaints received in the Civil Rights Office cannot be easily determined. There is a need to develop a system to ensure timely processing of the complaint at each stage.

Many supervisors and managers are unsure as to their role when named as an Alleged Discriminating Official (ADO), their involvement in the resolution process and the role of the EEO Counselor when counseling employees. Throughout the year, members of the Civil Rights Staff provided information and assistance to program divisions and discussed these issues at regional and divisional conferences. To assist ADO's, EEO Counselors were provided copies of FPM 713-42, "Participation in the Discrimination Complaint Process of Persons Named as Alleged Discriminating Officials." In addition, Eastern Region Order, EA 3300.16C, issued in April 1979, on the EEO Counselor Program, includes information on ADO's.

Misunderstanding exists in the selection process procedures which has resulted in allegations of discrimination. To increase the understanding of the selection process, on June 27, 1979, the Federal Women's Program Council sponsored two programs for employees on the Merit Promotion Program, Factor Evaluation System, Training, and an SF-171 Workshop.

3. Recruitment

In order to achieve the established FAA goal of 17.0% minorities and 20% females in the workforce by September 30, 1981, there was a need to increase minority representation by 1.5% in FY-80 and 1.5% in FY-81 and female representation by 4.9% in FY-80 and 4.9% in FY-81. Given historical experience in hiring females it would appear that the 4.9% would be an unrealistic goal, therefore, a reasonable goal is 1.5% increase in FY-80 and 1.5% in FY-81. (Goals for FY-80 are subject to modification upon implementation of the Federal Equal Opportunity Recruitment Program (FEORP).

FY-79 goal accomplishments were as follows:

a. Workforce Analysis as of 9/30/79

| | <u>4/30/78*</u> | <u>(%)</u> | <u>FY-79</u> | | <u>Actual</u> | | <u>Change</u> | <u>%</u> |
|-------------------|-----------------|------------|--------------|----------|----------------|----------|---------------|----------|
| | | | <u>Goal</u> | <u>%</u> | <u>9/30/79</u> | <u>%</u> | | |
| Total Employment | 6,384 ** | -- | -- | -- | 6,506 ** | -- | +122 | -- |
| <u>Minorities</u> | 865 | (13.5) | 925 | (14.2) | 913 | (14.0) | +48 | (+.5) |
| Blacks | 716 | | | | 748 | | +32 | |
| Hispanics | 104 | | | | 118 | | +14 | |
| Native Americans | 17 | | | | 20 | | +3 | |
| Oriental | 28 | | | | 27 | | -1 | |
| <u>Females</u> | 569 | (8.95) | 606 | (9.3) | 664 | (10.2) | +95 | (+1.25) |

* Early cut off date to allow for timely AAP Development

** Includes FTP and FTT

b. Analysis by Occupation as of 9/30/79

| Series | FY-78 | | | | | FY-79 | | | | | Change | | | | |
|---------------------|--------|-----------|--------|---------|--------|--------|-----------|--------|---------|--------|--------|-----------|--------|---------|--------|
| | Total | Minor-ity | (%) | Fe-male | % | Total | Minor-ity | (%) | Fe-male | (%) | Total | Minor-ity | (%) | Fe-male | (%) |
| 2152 | 3,894 | 470 | (12.1) | 161 | (4.1) | 3,893 | 490 | (12.6) | 194 | (5.0) | -1 | +20 | (+.5) | +33 | (+.9) |
| 856 | 1,191 | 174 | (14.6) | 16 | (1.3) | 1,194 | 168 | (14.1) | 14 | (1.2) | +3 | -6 | (-.5) | -2 | (-.1) |
| 0800 | 287 | 33 | (11.5) | 2 | (.1) | 285 | 38 | (13.3) | 5 | (1.8) | -2 | +5 | (+1.8) | +3 | (+1.7) |
| 1825 | 273 | 15 | (5.5) | 3 | (1.1) | 259 | 13 | (5.0) | 3 | (1.2) | -14 | -2 | (-.5) | - | (+.1) |
| Clerical/ Others | 739 | 173 | (23.4) | 387 | (52.3) | 875 | 204 | (23.3) | 448 | (51.2) | +136 | +31 | (-.1) | +61 | (-1.1) |
| Total | 6,384* | 865 | (13.5) | 569 | (8.9) | 6,506* | 913 | (14.0) | 664 | (10.2) | +122 | +48 | (+.5) | +95 | (+1.3) |

* Includes FTP and FTT.

c. Statistical Data by Program and Minority Group Category as of 9/30/79

| | <u>Total</u> | <u>Minorities</u> | <u>Black</u> | <u>Hispanic</u> | <u>Native American</u> | <u>Oriental</u> | <u>Female</u> |
|--------------------|--------------|-------------------|--------------|-----------------|------------------------|-----------------|---------------|
| Regional Director | 36 | 8 | 6 | 2 | - | - | 15 |
| Management Systems | 32 | 14 | 14 | - | - | - | 15 |
| Personnel | 51 | 15 | 13 | 1 | - | 1 | 26 |
| Budget | 7 | 1 | 1 | - | - | - | 1 |
| Flight Standards | 388 | 30 | 17 | 4 | 6 | 3 | 88 |
| Airports | 52 | 9 | 3 | 5 | - | 1 | 10 |
| Security | 37 | 7 | 7 | - | - | - | 7 |
| Logistics | 66 | 24 | 21 | 3 | - | - | 24 |
| Airway Facilities | 1,706 | 253 | 209 | 31 | 4 | 9 | 111 |
| Air Traffic | 4,058 | 526 | 434 | 69 | 10 | 13 | 323 |
| Medical | 14 | - | - | - | - | - | 9 |
| Accounting | 59 | 26 | 23 | 3 | - | - | 35 |
| Total By Region | 6,506 | 913 | 748 | 118 | 20 | 27 | 664 |

EEO Counselors, EEO Coordinators, managers and supervisors assisted Personnel Management in their recruitment efforts. Additionally, FAA women and minority personnel recruited applicants to take the Air Traffic exam. The Civil Rights Staff with the assistance from a bilingual ATC at Kennedy Tower, appeared on television as an outreach effort to interest Hispanics in the ATC positions. One hundred-fifty persons indicated an interest by contacting FAA.

4. Full Utilization of Skills and Training

No specific plan currently exists in FAA for utilizing the capabilities of equal opportunity specialists outside the area of Civil Rights. Although cross-training in personnel management was planned, it was not accomplished due to other priorities. Efforts will be made to accomplish training during FY-80.

Many employees are not afforded career counseling by supervisors. Information or career counseling will be obtained to assist supervisors in this area.

5. Upward Mobility Program

In October 1978, the announcement of the Eastern Region Upward Mobility Program was issued.

Two positions were identified, one in Airway Facilities Division as a Budget Analyst, GS-7; and one in Logistics Division as an Inventory Management Specialist, GS-7. Both positions were filled by females.

For FY-80, the Air Traffic Division has identified one slot. There are no immediate plans to reissue the announcement because there is a sufficient number of employees on two registers (one for Personnel Management positions, the other for all other series).

6. Supervisory and Management Commitment

Seven hundred fifteen employees and supervisors have enrolled and completed the EEO Directed Study Course No. 14023. However, there is still a need to dispel EEO misconceptions. The plan to issued the "EEO Myths" was reviewed and it was agreed that the project needed to be further explored in FY-80.

During the week of May 22, 1979, the Acting Chief, Civil Rights Staff, briefed managers and supervisors on the EEO Program during AEA Division Chiefs' Conference. In April, the Syracuse Tower Chief had a supervisor's EEO briefing in which a Civil Rights Staff member participated and discussed all phases of the EEO Program.

There is a concern that performance evaluations in some instances do not accurately reflect supervisor's involvement in the EEO Program. During FY-79, the FAA Eastern Region issued one award for Special Achievement in EEO by a supervisor. Fifty-six supervisors and managers received Quality Step Increases. They substantially exceeded requirements in EEO. However, quarterly program reports from divisions and field facilities show that reviews of awards are being performed. Past EEO Evaluation reports showed that AAP briefings were not being conducted by supervisors. However, quarterly program reports received from divisions and field offices show that briefings were conducted on the regional as well as local affirmative action plans, where applicable.

7. Community Outreach

The Civil Rights Staff personnel continue to be active members of the Federal Executive Board (FEB) EEO Committees and get involved in visiting with representatives from community organizations and minority and female organizations. The Civil Rights Staff as members of the FEB-EEO Committees work on projects related to minority referral programs. The following list highlights the kinds of community activities in which FAA Eastern Region personnel, managers, and supervisors participate:

City College of C.U.N.Y
C. W. Post College

Training and Assessment Program (TAP)
National Puerto Rican Forum

August Martin High School
Meager Evers College of C.U.N.Y.
New York City Board of Education
State University of New York at Farmingdale
Recruitment and Training Program (RTP)
Council for Airport Opportunity
American Indian Community House
University of Maryland - Eastern Shore
Langston Hughes Library and Cultural Center
Mercer County Community College

Opportunities Industrialization Center
The Commonwealth of Puerto Rico
Roosevelt 9R-SR High School
National Urban League
LaGuardia Community College
University of the District of Columbia
Long Island University
Norfolk State College

At present there are 16 cooperative work students: six Air Traffic, seven Airway Facilities, two Flight Standards, and one Accounting Division. Twelve of the students are minority.

One Black female student graduated and was given a permanent career-conditional appointment at the Washington FSS.

FY-79 goals were not met because of difficulty in obtaining interested and qualified students for ATCS positions.

The FAA Eastern Region participates in the stay-in-school and summer aid programs. One hundred and fifty-eight were hired in FY-79, of which 65 were minority and 69 were female.

8. Program Evaluation

The internal evaluation program was not fully accomplished during FY-79 due to staffing problems. Eighteen evaluations were planned; however, only seven were completed. The role of the Civil Rights personnel in internal evaluations is still misunderstood. In FY-79, EA N 1800.65 was issued which announced the purpose and schedule for evaluations. The evaluation program has pointed out the general lack of knowledge of our employees in the area of the AAP. To ensure that our employees were involved in the AAP, we require all facilities, having 50 or more employees, to submit an AAP; 45 plans were received and reviewed by a member of the Civil Rights Staff. Thirty division/field offices reported briefings with the employees on the regional and local AAP's. Additionally, seven on-site reviews were conducted during the fiscal year at which time AAP's were discussed.

In order to maximize our assistance to the division/staff offices, we have instituted a new report from PMIS which when distributed quarterly shows where all personnel are by Race, Sex, and Grade Level, thus, assisting divisions to better monitor their EEO posture.

PART C

FY-80 - AFFIRMATIVE ACTION PLAN

SUBJECT: 1. Organization and Resources

PROBLEM STATEMENT: a. The EEO Advisory Committee and Hispanic Employment Program Committee have not been actively participating in activities such as identifying problems to assist in EEO progress.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|--|--|--|---------------------|
| Review the role and increase effectiveness of EEO Advisory Committee and the Hispanic Employment Program Committee | (1) Review past contributions and make recommendations for future involvement. | Chairperson , EEO Committee Chief, Civil Rights | January 31, 1980 |
| | (2) Identify training needs | Chief, Civil Rights/EEO Committee/Hispanic Employment Committe Chairpersons | February 29, 1980 |
| | (3) Develop plan for accomplishing needs. | Chairperson, EEO Committee/ Hispanic Employment Com- mittee Chief, Civil Rights | Febraury 29, 1980 |

PROBLEM STATMENT: b. The Civil Rights Staff has not fully participated in programs such as evaluation, panel interviews.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|--|---|------------------------------|---------------------|
| Make maximum utilization of Civil Rights Staff for program progress. | (1) Develop an evaluation plan. | Chief, Civil Rights | January 31, 1980 |
| | (2) Review regional directives for possible modification to involve Civil Rights in appropriate activities. | Chief, Civil Rights | February 15, 1980 |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|---|---|--------------------------|
| | (3) Identify facilities and field offices not visited in the past three years and provide program assistance | Chief, Civil Rights | One per quarter |
| | (4) Promote support and participate in Regional EEO Committees. | Chief, Civil Rights Chief, Personnel Management Division | Monthly and as necessary |
| | (5) Participate in NY FEB EEO Committee. | Chief, Civil Rights | Monthly as planned |
| | (6) Work with Personnel Management and develop plans to provide Civil Rights Staff with cross-training in Personnel Management. | Chief, Civil Rights Chief, Personnel Management Division | February 29, 1980 |

SUBJECT: 2. Discrimination Complaints

PROBLEM STATEMENT: a. There have been numerous incidents in which EEO Counselors have not adequately fulfilled their jobs.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|-----------------------------------|--|--|---------------------|
| Improve EEO Counselor Performance | (1) Review reports, discrimination complaints and related documents. | Chief, Civil Rights | January 25, 1980 |
| | (2) Sponsor an EEO Counselor Conference to discuss performance and related EEO topics. | Chief, Civil Rights Chief, Personnel Management Division (Training) | April 1980 |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|--|--|---------------------------|
| | (3) Schedule EEO Counselors for advance training (11 req. slots for FY-80). | Chief, Civil Rights Chief, Personnel Management Division (Training) | As slots become available |
| | (4) Review Order EA 3300.16C and modify to include EEO Counselors Performance Standards. | Chief, Civil Rights Chief, Personnel Management Division (Training) | March 14, 1980 |
| | (5) Evaluate EEO Counselors Performance | Chief, Civil Rights | Annually |

PROBLEM STATEMENT:

b. The high ratio of discrimination complaints indicates that supervisors and managers do not understand their role in resolving employee problems.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|--|--|------------------------------|---------------------|
| Increase supervisors' and managers' understanding and participation in the discrimination complaint process. | (1) Explore the development of a Civil Rights Digest to be published several times a year. | Chief, Civil Rights | January 15, 1980 |
| | (2) Redistribute copies of the discrimination complaint process. | Chief, Civil Rights | January 15, 1980 |
| | (3) Include EEO Counselors in field EEO briefings. | Field Supervisors | At least quarterly |
| | (4) Participate in Division Conferences. | Chief, Civil Rights | As scheduled |
| | (5) Discuss EEO activities with supervisors. | Facility Chiefs/ Managers | At least quarterly |

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PROBLEM STATEMENT:

c. Discrimination complaint packages do not contain all the necessary documents when submitted to AEA-9.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|---|---|---|---|
| Obtain proper documentation to reduce time for processing complaints during phases within regional control. | (1) Review all present discrimination complaints files. | Chief, Civil Rights | November 19, 1979 |
| | (2) Ensure all files have necessary documentation to expedite resolution process. | Chief, Civil Rights | December 1, 1979 |
| | (3) Maintain active file by implementing the monitoring system. | Chief, Civil Rights Chief, Management Systems Division | Weekly |
| | (4) Provide ACR-1 and S35 monthly report of status of complaints. (See Item 3) | Chief, Civil Rights | Monthly |
| | (5) Meet to review discrimination complaints for possible resolutions. | Chief, Civil Rights Division Chiefs | At informal or 5 workdays after forward formal complaint to ACR-1 |
| | (6) Meet when impasse develops. | Chief, Civil Rights Division Chiefs Regional Director | As necessary |
| | (7) Keep Regional Director advised of resolution attempts. | Chief, Civil Rights | At least weekly |
| | (8) Advise EEO Counselor upon receipt of a formal complaint that has resulted after his or her counseling efforts to rapidly obtain papers. | Chief, Civil Rights | Within one day of receipt of complaint |
| | (9) Notify individual(s) identified as Alleged Discriminating Official by letter. | Chief, Civil Rights | See target date of Item 5 above |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|--|------------------------------|------------------------------|
| | (10) Keep Alleged Discriminating Official informed of significant change in status of case(s) by letter. | Chief, Civil Rights | Within 5 workdays of changes |

SUBJECT: 3. Recruitment

PROBLEM STATEMENT: a. A major need continues to be to increase the number of minorities and women in the total workforce so that minorities and women will be represented in the workforce on an equitable basis considering all relevant circumstances.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|---|---|--|---------------------|
| Establish realistic FY 80 goals by occupation so that we can assure that minority and female representation in the EA workforce will be increased 1% by September 30, 1980. | (1) Increase the on-board percentage of minorities by 1% in total or a total of 114 minority hires. This increase will be 60% Black, 35% Hispanic, 2.5% American Indian, and 2.5% Asian-American. | Chief, Personnel Management Division. All Division Chiefs and Staff Officers. | September 30, 1980 |
| | (2) Increase the on-board percentage of women in total by 1% or a total of 130 female hires (including attrition). | Chief, Personnel Management Division All Division Chiefs and Staff Officers. | September 30, 1980 |
| | (3) Goals by five major categories for minorities, and women. | All Division Chiefs | January 31, 1980 |

Figures below are based upon a 1% increase in both minority and female strengths at end of FY-80 using Budget's year end ceiling of 6315:

| | <u>Minority</u> | <u>Female</u> |
|-----------------|-----------------|---------------|
| 2152 | 50 | 50 |
| 856 | 20 | 5 |
| 800 | 4 | 2 |
| 1825 | 5 | 2 |
| Clerical/Others | 35 | 71 |
| | <u>114</u> | <u>130</u> |

Objective

Action items

Responsible Officials

Target Dates

- (4a) Establish minority/women recruitment as a Major Job Assignment for rating performance of all Personnel Staffing Specialists.
- (4b) Monitor progress against Performance Standards.
- (5) Lend assistance to FAA minority and women's special interest groups in their efforts to improve the agency's EEO posture through recruitment. Activities of this nature should be reported (RIS: EA 3300-2).

Chief, Personnel Management Division

Chief, Personnel Management Division

Chief, Personnel Management Division/
All Division Chiefs,
Staff Officers, Facility Chiefs, and Civil Rights-

February 1, 1980

Quarterly

On-going

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|--|---|--|
| | (6) Review reports quarterly for accomplishment of progress toward meeting minority/female goals. | Chief, Civil Rights/ All Division Chiefs. | Continuously |
| | (7) Participate in the interview process, including Air Traffic Chief and Deputy Chief selection panels, and Airway Facilities Sector Manager and Assistant Sector Manager Assessment Centers, to assure that minorities and/or females are not treated disparately. | Chief, Civil Rights | Continuously |
| | (8) Review Merit Promotion Program Selections before final selections. | Chief, Civil Rights/ Chief, Personnel Management Division. | Continuously |
| | (9) Update regional listing of minority and female organization by forwarding name, address, telephone number of representative to AEA-14. | Local Coordinators/ Field offices/facility chiefs. | Feb. 15, 1980 and quarterly thereafter. |
| | (10) To obtain support and participation in recruitment efforts, advise employees, and request assistance. | Facility Chiefs/ Field offices | At regular meetings. |

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SUBJECT 3. Recruitment

| <u>Objective</u> | <u>Action Items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|--|--|--|
| (11a) | In filling Supervisory positions: identify and solicit qualified women and minorities. | Selecting Official | When vacancies occur. |
| (11b) | Make use of management nominations of qualified women and minorities (Order EA 3330.1A dated 6/23/69, Chapter 5, Paragraph 39.d) | Personnel & Supervisory Management Officials | When vacancies occur |
| (11c) (1) | Report Outreach efforts to Division Chief or Staff Officer | Selecting Official | 15 days prior to closing date of announcement. |
| (11c) (2) | Review Outreach efforts | Division Chief, Personnel Management Division and Civil Rights Staff | 10 days prior to closing date of announcement. |
| (11c) (3) | Submit proposed selection and basis for selection to Division Chief/Staff Officer | Selecting Official | Within 60 days after closing date of announcement. |
| (11c) (4) | Review proposed selections and coordinate with Selecting Official | Division Chief or Staff Officer | Within 90 days after closing date |

SUBJECT: 4. Upward Mobility Program

PROBLEM STATEMENT: a. Sufficient positions have not been identified for the Upward Mobility Program.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|--|--|---|---------------------|
| Every effort will be made to identify upward mobility positions. | (1) Review requests for personnel actions to determine feasibility for designation as an Upward Mobility Program slot. | Chief, Personnel Management Division/Regional Director, | As vacancies occur |
| | (2) Identify a minimum of 4 positions for the Upward Mobility Program. | Chief, Personnel Management Division/Regional Director. | As vacancies occur |
| | (3) Announce positions | Chief, Personnel Management Division. | As vacancies occur |

SUBJECT: 5. Full Utilization of Skills and Training

PROBLEM STATEMENT: Many employees are not afforded career counseling by their supervisors. It would appear that supervisors are unable to provide effective counseling.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|--|---|---|---------------------|
| Provide career counseling to employees | (1) Research available material on career counseling. | Chief, Personnel Management Division (Training) | February 15, 1980 |
| | (2) Review for adequacy. | Chief, Civil Rights/Chief, Personnel Management Division (Training) | February 15, 1980 |
| | (3) Develop training if needed. | Chief, Personnel Management Division (Training) | April 4, 1980 |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|---|---|------------------------|
| | (4) Schedule training. | Chief, Personnel Management Division (Training) | June 13, 1980 |
| | (5) Counsel Employees. | All Supervisors | At least once annually |
| | (6) Record career counseling on DOT F 3430.1, Perf. Eval. Record, Part V & VII. | All Supervisors | At least annually |

SUBJECT: 6. Supervisory and Management Commitment

PROBLEM STATEMENT: a. Many supervisors and managers still have a limited understanding of the EEO program as a result many employees use the discrimination complaint system to bring up their problems.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|---|---|--|---------------------|
| Increase Managers and Supervisors understanding of the EEO Program. | (1) Review quarterly reports and visit at least four activities | Chief, Civil Rights | One per quarter |
| | (2) Prepare briefing guides to help dispel myths about EEO. | Chief, Civil Rights/Chief, Personnel Management Division/Chairperson, EEO Advisory Committee | April 18, 1980 |
| | (3) Distribute guides to all Division and Staff. | Chief, Civil Rights/Chief, Personnel Management Division | May 16, 1980 |
| | (4) Discuss EEO guides with supervisors and managers | Facility Chiefs/Field Officers | Once a year |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|---------------------------|--|--|---|
| | (5) Review Order 3430.3A and revise supplement as necessary | Chief, Civil Rights/Chief, Personnel Management Division | March 17, 1980 |
| | (6) Highlight in the Intercom any supplement to Order 3430.3A | Chief, Civil Rights/Chief, Personnel Management Division | Within 4 weeks after issuance of supplement |
| PROBLEM STATEMENT: | b. Feedback from employees during evaluations, by EEO counselor, indicates that employees are not aware of Regional EEO goals. | | |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|---|---|------------------------------------|---|
| Ensure that supervisors brief employees on the AAP. | (1) Brief employees on the Regional AAP | All supervisors | Within 30 days after Regional Plan is distributed |
| | (2) Include EEO Counselors in briefing sessions. | All supervisors | Within 30 days after Regional Plan is distributed |
| | (3) Report briefing in the Quarterly EEO Report. | Facility Chiefs/ Field Officers | Quarterly |
| PROBLEM STATEMENT: | c. Performance evaluations, in some cases, do not accurately reflect supervisors' performance in EEO. | | |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|---|---|------------------------------|--|
| Ensure that PER's accurately reflect supervisors' performance in EEO. | (1) Review Order 3430.3A, and supplements for performance in EEO. | All supervisors | Prior to completing Performance Evaluation |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|---|--|---------------------|
| | (2) Clearly and accurately document EEO performance, citing specific instances. | All supervisors | As appropriate. |
| | (3) Review Supervisors' Evaluation recommended for awards | Chief, Civil Rights/ Incentive Awards Coordinator/Division Chiefs | Prior to Approval |

PROBLEM STATEMENT: d. The regional and field facilities have indicated they are not aware of EEO material available.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|---|---|---------------------|
| Provide Material | (1) Develop a list of available material. | Chief, Civil Rights/Chief, Public Affairs/Chief, Personnel Management Division | January 18, 1980 |
| | (2) Distribute list. | Civil Rights | February 29, 1980 |

SUBJECT: 7. Community Outreach

PROBLEM STATEMENT: a. Many minority and female organizations are still unaware of FAA mission and employment needs.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|--|--|--------------------------------|---------------------|
| Involve FAA personnel in Community activities. | (1) Identify and meet with local minority and female organizations | Facility Chiefs/Field Officers | At least quarterly |
| | (2) Become members of activities such as FEB/FEA EEO Committee | Facility Chiefs/Field Officers | Monthly meetings |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|--|--------------------------------|---------------------|
| | (3) Conduct orientation of FAA mission to community organizations and civic groups. | Facility Chiefs/Field Officers | As required |
| | (4) Work with community organizations and keep them advised of employment opportunities. | Facility Chiefs/Field Officers | At least quarterly |
| | (5) Participate in curricula planning with local schools. | Facility Chiefs/Field Officers | As necessary |
| | (6) Report community efforts in quarterly reports to AEA-9 | Facility Chiefs/Field | Quarterly |

SUBJECT: 8. Cooperative Education Program

PROBLEM STATEMENT: a. The Cooperative Education Program has not been fully implemented.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|---|---|---|---------------------|
| Increase participation in Co-op Program by filling 11 positions during FY-80 (22 students). | (1) Divide the region into Cooperative Education Program zones in which designated FAA Coordinators will serve as focal points with respect to program activities in their zones. This will include recruitment of students involving contacts with colleges and universities and monitoring the academic and training progress of those hired. | Chief, Personnel Management Division Division Chiefs | February 15, 1980 |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|--|---|---------------------|
| | (2) Expand coverage of ATCS Co-op Education Program to other AT facilities in addition to NY and Washington ARTCC's. | Chief, Personnel Management Division Chief, Air Traffic Division | February 29, 1980 |
| | (3) Expand cooperative education program to include divisions other than Air Traffic and Airway Facilities, such as the Personnel Management Division, the Logistics Division, the Budget Division, the Air Transportation Security Division, and the Management Systems Division. | Chief, Personnel Management Division | February 1, 1980 |
| | (4) Whenever feasible, implement joint inter-regional co-op education agreements with out-of-region schools, co-ordinating with Cooperative Education Coordinators of the regions concerned. | Chief, Personnel Management Division (Regional EEO Specialist) | As required |

SUBJECT: 9. Program Evaluation

PROBLEM STATEMENT: a. The internal evaluation program was not fully accomplished during FY 79 due to staffing problems. In addition, many recommended actions, although implemented have not been followed up by Civil Rights Staff.

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|--|---|------------------------------|---------------------|
| Accelerate internal evaluation program progress. | (1) Identify facilities for on-site evaluation. | Chief, Civil Rights | October 15, 1979 |

| <u>Objective</u> | <u>Action items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|---|---|--------------------------------------|
| | (2) Develop Evaluation schedule | Chief, Civil Rights | October 15, 1979 |
| | (3) Monitor recommended actions by reviewing all actions taken by field offices/facilities. | Chief, Civil Rights | As recommended on evaluation report. |
| | (4) Discuss options with Division Chiefs. | Chief, Civil Rights/ Division Chiefs | As necessary |
| | (5) Develop a report identifying trends uncovered during internal evaluations and submit to AEA-I | Chief, Civil Rights/ Division Chiefs | Quarterly |
| | (6) Meet with appropriate officials to plan corrective actions. | Chief, Civil Rights/ Division Chiefs | As appropriate |
| | (7) Provide statistical data to division/staff chiefs to assist in monitoring EEO program. | Chief, Civil Rights/ PMIS | Quarterly |

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PART D
EQUAL EMPLOYMENT OPPORTUNITY ACTION
REPORTS FORMAT
(RIS: EA 3300-2)

EQUAL EMPLOYMENT OPPORTUNITY ACTION
REPORTS FORMAT
(RIS: EA 3300-2)

Part I

Narrative Report:

This part contains:

1. Significant or unusual developments, especially any breakthroughs affecting minority group members and women at all grade levels, in such areas as training, recruitment, appointment, recognition and awards, career development and promotion, and significant accomplishments in community affairs, e.g., housing, transportation.
2. Specifics as to the status of existing projects. For example, on an EEO recruitment trip, identify staff members involved; schools and other sources contacted; length of each visit; type of recruitment; etc. For a training program, indicate the nature and content of the program; its length; the number of enrollees; the intended results of the program; whether it is training for new employees or upgrading existing employees; the group(s) to which the training program(s) are directed; and the type of jobs for which the trainees are being prepared.
3. Any problems encountered in the implementation of projects.
4. A discussion of projects planned or under consideration.
5. Progress reports on accomplishment of Regional and local AAP action items.

Part II

Statistical Report:

This part contains:

1. Recruitment

- a. Names of minority and women's organizations addressed.
- b. Number of minority and women attendees in each group.
- c. Number of minority and women candidates that were processed in each of the following categories:
 - (1) Interviewed
 - (2) Tested
 - (3) Placed on Office of Personnel Management registers or in Applicant Supply files.
 - (4) Entered on Duty

2. Training

The number of minorities and women enrolled in formal training programs (in or out-of-agency training) and their percentage of the total number of persons in training. List by individual training programs.

3. Awards

- a. The number of awards given to minorities.
- b. The number of awards given to women.
- c. The number of awards given to non-minorities.

Data for the statistical reports will be collected only through visual survey. There will be no minority group identification of the individual employee by name at any point in the reporting process. Minority group persons are defined as either Black, Hispanic, American Indian, or Asian-American.

CHANGE

DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
EASTERN REGION
JAMAICA, N. Y., 11430

EA 3300.22F CHG 2

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Cancellation

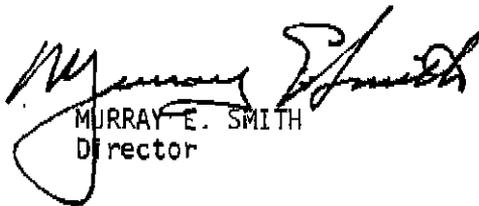
Date: Discard
Transmittal
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SUBJ: FAA EASTERN REGION EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION PLAN

1. PURPOSE. This change identifies responsibilities in the selection process.
2. DISTRIBUTION. This change is distributed to the branch level and above in the Regional Office and to all field offices and facilities.
3. EXPLANATION. Item 11 has been added to Part C to provide specific instructions for further EEO progress.

PAGE CONTROL CHART

| Remove Page(s) | Dated | Insert Page(s) | Dated |
|----------------|-------|--------------------|---------|
| None | | Part C Page 8-1 | 6/10/80 |



MURRAY E. SMITH
Director

Distribution: REA-3; FOF-0 (Min); FAF-5 (1 ea.); FAF-7 (2 ea.); AEA-9 (110 cpys); AEA-10 (5 cpys); AEA-60 (5 cpys); PATCO, NAATS, AFGE Local 2791, NAGE Local RS-10R, NAGE Local R2-73 (1 ea.); and EEO Advisory Committee (10 cpys)

SUBJECT 3. Recruitment

| <u>Objective</u> | <u>Action Items</u> | <u>Responsible Officials</u> | <u>Target Dates</u> |
|------------------|--|--|---|
| (11a) | In filling Supervisory positions: identify and solicit qualified women and minorities. | Selecting Official | When vacancies occur. |
| (11b) | Make use of management nominations of qualified women and minorities (Order EA 3330.1A dated 6/23/69, Chapter 5, Paragraph 39.d) | Personnel & Supervisory Management Officials | When vacancies occur |
| (11c) (1) | Report Outreach efforts to Division Chief or Staff Officer | Selecting Official | 15 days prior t closing date of announcement. |
| (11c) (2) | Review Outreach efforts | Division Chief, Personnel Management Division and Civil Rights Staff | 10 days prior t closing date of announcement. |
| (11c) (3) | Submit proposed selection and basis for selection to Division Chief/Staff Officer | Selecting Official | Within 60 days after closing of announcement |
| (11c) (4) | Review proposed selections and coordinate with Selecting Official | Division Chief or Staff Officer | Within 90 days after closing |