AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

- ★ POLICY STATEMENT
- ★ DELEGATION OF AUTHORITY
- ★ ORGANIZATIONAL CHART
- ★ CERTIFICATION OF QUALIFICATIONS
- ★ PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT
- ★ STATEMENT OF ADEQUATE MONITORING/EVALUATION
- ★ PROGRAM ANALYSIS
- ★ PROBLEM/BARRIER IDENTIFICATION
- ★ REPORT OF OBJECTIVES AND ACTION ITEMS

USAE RESEARCH AND DEVELOPMENT CENTER
NAME OF ORGANIZATION

Waterways Experiment Station, 3909 Halls Ferry Road, Vicksburg, MS 39180-6199
ADDRESS OF ORGANIZATION

ORGANIZATIONAL LEVEL: AGENCY__ MOC__ REGION__ COMMAND__ INSTALLATION X HEADQUARTERS __

NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL 2138
PROFESSIONAL 1213 ADMINISTRATIVE 295 TECHNICAL 374
CLERICAL 108 OTHER 38 BLUE COLLAR 110

LINDA S. WILKINSON — 601-634-3743
NAME OF CONTACT PERSON/PERSON PREPARING FORM — TELEPHONE NO.

LINDA S. WILKINSON, Equal Employment Manager
NAME AND TITLE OF PRINCIPAL EEO OFFICIAL

Linda Wilkinson — 7 May 99
SIGNATURE OF PRINCIPAL EEO OFFICIAL — DATE

CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714.

ROBIN R. CABABA, Colonel, Corps of Engineers, Commander
NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

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

TABLE OF CONTENTS

	Page
ERDC EEO Policy Statement	1
Organizational Chart	2-8
Delegation of Authority	9-11
Certification of Qualifications of EEO Officials	12
Plan for the Prevention of Sexual Harassment	13-16
Statement of Adequate Monitoring/Evaluation System	17
Program Analysis:	
I. Organization and Resources	18-19
II. Workforce	20-21
III. Discrimination Complaints	22
IV. Recruitment and Hiring	23
V. Employee Development Programs	24
VI. Promotions	25
VII. Separations	26
VIII. Program Evaluation	27-28
Problem Statements/Objectives and Action Items	29-33
Noteworthy Activities/Initiatives	34-36
Change in White-Collar EEO Work Force Profile By PATCO and Grade Levels	37-38
Change in Blue-Collar EEO Work Force Profile By Grade Groups	39-40
Change in EEO Work Force Profile By Major Occupations and Career Programs	41-42
Workforce Distribution and Comparison/PATCOB to CLF	43-45
Workforce Distribution and Comparison/Major Occuptions/Career Programs to CLF	46-47
Numerical Objectives By PATCOB and Identified Career Programs	48-50
Glossary of Terms	

DEPARTMENT OF THE ARMY
U.S. ARMY ENGINEER RESEARCH AND DEVELOPMENT CENTER
WATERWAYS EXPERIMENT STATION, 3909 HALLS FERRY ROAD
VICKSBURG, MISSISSIPPI 39180-6199

REPLY TO ATTENTION OF

CEERD-ZB

26 OCT 1998

U.S. ARMY ENGINEER RESEARCH AND DEVELOPMENT CENTER'S POLICY MEMORANDUM #1

SUBJECT: Equal Employment Opportunity (EEO) Policy

1. As the Commander of the U.S. Army Engineer Research and Development Center (ERDC), I personally support the principles of the EEO Program and want to make known my policies concerning Equal Employment Opportunity.

2. It is my firm policy that all ERDC employees and ERDC job applicants be assured equal opportunity and equal treatment in all employment matters regardless of race, color, religion, sex, national origin, age, or handicap. Discrimination cannot and will not be tolerated at ERDC.

3. The ERDC has a very diverse workforce. Our employees include people of different ages, races, ethnic and national backgrounds, physical abilities, and lifestyles, with an abundance of global experience. Dealing with this increasing diversity requires, on the part of all involved, a great deal of self-awareness, sensitivity and skill, but with success comes greater creativity and innovations.

4. The success of our EEO Program depends on the positive attitude and forward thinking actions of all our employees. I expect all managers and supervisors to be fully aware of the EEO Program goals and objectives and provide consistent application of EEO standards. Further, I expect all employees to assume and exercise their own personal responsibilities in making viable contributions to the goal of equal opportunity.

5. Your active support and cooperation are needed to achieve the objective of assuring equality of opportunity for all our employees. I urge each of you to assist me in discovering the full potential of our multicultural workforce.

ROBIN R. CABABA
Colonel, Corps of Engineers
Commander

DISTRIBUTION:
A
Plus all Bulletin Boards

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

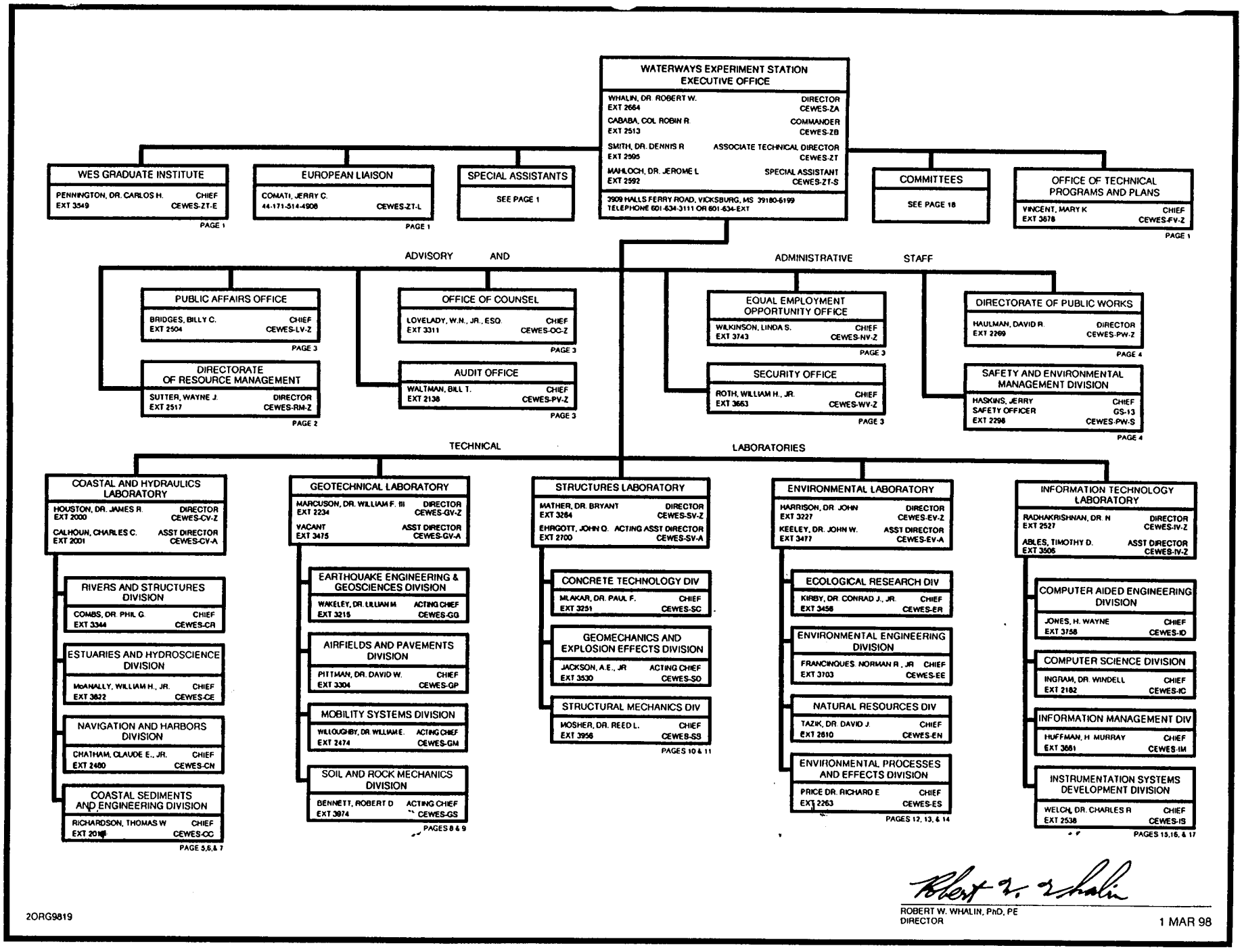
ORGANIZATIONAL CHART

The U.S. Army Corps of Engineers' Research and Development Laboratory system previously consisted of eight laboratories at four independent sites: Cold Regions Research and Engineering Laboratory (CRREL) in Hanover, NH, with 289 employees; Construction Engineering Research Laboratories (CERL) in Champaign, IL, with 288 employees; Topographic Engineering Center (TEC) in Alexandria, VA, with 341 employees; and Waterways Experiment Station (WES) in Vicksburg, MS, with 1220 employees. Together the laboratories employ 2,138 employees and execute a $400 million program annually.

At the beginning of FY 99, CRREL, CERL, TEC, and WES were consolidated under a single command, headquartered in Vicksburg, MS, and known as the U.S.Army Engineer Research and Development Center (ERDC). The ERDC conducts research and engineering studies on a variety of topics related to combat engineering, and infrastructure and environmental quality under the Corps of Engineers military and civil works missions.

Statistical data for the end of FY 97 and FY 98, contained in this report, is a compilation of the workforce data from the four separate sites prior to the ERDC consolidation.

Organizational charts for the ERDC's four individual sites and the current ERDC briefing charts are included on the following pages. A final ERDC organizational chart is currently being prepared.


WATERWAYS EXPERIMENT STATION EXECUTIVE OFFICE
WHALIN, DR. ROBERT W. EXT 2664 DIRECTOR CEWES-ZA
CABABA, COL ROBIN R. EXT 2513 COMMANDER CEWES-ZB
SMITH, DR. DENNIS R EXT 2595 ASSOCIATE TECHNICAL DIRECTOR CEWES-ZT
MAHLOCH, DR. JEROME L EXT 2592 SPECIAL ASSISTANT CEWES-ZT-S
3909 HALLS FERRY ROAD, VICKSBURG, MS 39180-6199
TELEPHONE 601-634-3111 OR 601-634-EXT
WES GRADUATE INSTITUTE
PENNINGTON, DR. CARLOS H. EXT 3549 CHIEF CEWES-ZT-E
PAGE 1
EUROPEAN LIAISON
COMATI, JERRY C. 44-171-514-4906 CEWES-ZT-L
PAGE 1
SPECIAL ASSISTANTS
SEE PAGE 1
COMMITTEES
SEE PAGE 18
OFFICE OF TECHNICAL PROGRAMS AND PLANS
VINCENT, MARY K EXT 3678 CHIEF CEWES-FV-Z
PAGE 1
ADVISORY AND ADMINISTRATIVE STAFF
PUBLIC AFFAIRS OFFICE
BRIDGES, BILLY C. EXT 2504 CHIEF CEWES-LV-Z
PAGE 3
DIRECTORATE OF RESOURCE MANAGEMENT
SUTTER, WAYNE J. EXT 2517 DIRECTOR CEWES-RM-Z
PAGE 2
OFFICE OF COUNSEL
LOVELADY, W.N., JR., ESQ. EXT 3311 CHIEF CEWES-OC-Z
PAGE 3
AUDIT OFFICE
WALTMAN, BILL T. EXT 2138 CHIEF CEWES-PV-Z
PAGE 3
EQUAL EMPLOYMENT OPPORTUNITY OFFICE
WILKINSON, LINDA S. EXT 3743 CHIEF CEWES-NV-Z
PAGE 3
SECURITY OFFICE
ROTH, WILLIAM H., JR. EXT 3663 CHIEF CEWES-WV-Z
PAGE 3
DIRECTORATE OF PUBLIC WORKS
HAULMAN, DAVID R. EXT 2269 DIRECTOR CEWES-PW-Z
PAGE 4
SAFETY AND ENVIRONMENTAL MANAGEMENT DIVISION
HASKINS, JERRY SAFETY OFFICER EXT 2298 CHIEF GS-13 CEWES-PW-S
PAGE 4
TECHNICAL LABORATORIES
COASTAL AND HYDRAULICS LABORATORY
HOUSTON, DR. JAMES R. EXT 2000 DIRECTOR CEWES-CV-Z
CALHOUN, CHARLES C. EXT 2001 ASST DIRECTOR CEWES-CV-A
RIVERS AND STRUCTURES DIVISION
COMBS, DR. PHIL G. EXT 3344 CHIEF CEWES-CR
ESTUARIES AND HYDROSCIENCE DIVISION
McANALLY, WILLIAM H., JR. EXT 3622 CHIEF CEWES-CE
NAVIGATION AND HARBORS DIVISION
CHATHAM, CLAUDE E., JR. EXT 2480 CHIEF CEWES-CN
COASTAL SEDIMENTS AND ENGINEERING DIVISION
RICHARDSON, THOMAS W EXT 2018 CHIEF CEWES-CC
PAGE 5,6,& 7
GEOTECHNICAL LABORATORY
MARCUSON, DR. WILLIAM F. III EXT 2234 DIRECTOR CEWES-GV-Z
VACANT EXT 3475 ASST DIRECTOR CEWES-GV-A
EARTHQUAKE ENGINEERING & GEOSCIENCES DIVISION
WAKELEY, DR. LILLIAN M EXT 3215 ACTING CHIEF CEWES-GG
AIRFIELDS AND PAVEMENTS DIVISION
PITTMAN, DR. DAVID W. EXT 3304 CHIEF CEWES-GP
MOBILITY SYSTEMS DIVISION
WILLOUGHBY, DR. WILLIAM E. EXT 2474 ACTING CHIEF CEWES-GM
SOIL AND ROCK MECHANICS DIVISION
BENNETT, ROBERT D EXT 3974 ACTING CHIEF CEWES-GS
PAGES 8 & 9
STRUCTURES LABORATORY
MATHER, DR. BRYANT EXT 3264 DIRECTOR CEWES-SV-Z
EHRGOTT, JOHN Q. EXT 2700 ACTING ASST DIRECTOR CEWES-SV-A
CONCRETE TECHNOLOGY DIV
MLAKAR, DR. PAUL F. EXT 3251 CHIEF CEWES-SC
GEOMECHANICS AND EXPLOSION EFFECTS DIVISION
JACKSON, A.E., JR EXT 3530 ACTING CHIEF CEWES-SO
STRUCTURAL MECHANICS DIV
MOSHER, DR. REED L. EXT 3956 CHIEF CEWES-SS
PAGES 10 & 11
ENVIRONMENTAL LABORATORY
HARRISON, DR. JOHN EXT 3227 DIRECTOR CEWES-EV-Z
KEELEY, DR. JOHN W. EXT 3477 ASST DIRECTOR CEWES-EV-A
ECOLOGICAL RESEARCH DIV
KIRBY, DR. CONRAD J., JR. EXT 3456 CHIEF CEWES-ER
ENVIRONMENTAL ENGINEERING DIVISION
FRANCINGUES, NORMAN R., JR EXT 3703 CHIEF CEWES-EE
NATURAL RESOURCES DIV
TAZIK, DR. DAVID J. EXT 2610 CHIEF CEWES-EN
ENVIRONMENTAL PROCESSES AND EFFECTS DIVISION
PRICE DR. RICHARD E EXT 2263 CHIEF CEWES-ES
PAGES 12, 13, & 14
INFORMATION TECHNOLOGY LABORATORY
RADHAKRISHNAN, DR. N EXT 2527 DIRECTOR CEWES-IV-Z
ABLES, TIMOTHY D. EXT 3505 ASST DIRECTOR CEWES-IV-Z
COMPUTER AIDED ENGINEERING DIVISION
JONES, H. WAYNE EXT 3758 CHIEF CEWES-ID
COMPUTER SCIENCE DIVISION
INGRAM, DR. WINDELL EXT 2182 CHIEF CEWES-IC
INFORMATION MANAGEMENT DIV
HUFFMAN, H. MURRAY EXT 3681 CHIEF CEWES-IM
INSTRUMENTATION SYSTEMS DEVELOPMENT DIVISION
WELCH, DR. CHARLES R EXT 2538 CHIEF CEWES-IS
PAGES 15,16, & 17
2ORG9819
ROBERT W. WHALIN, PhD, PE
DIRECTOR
1 MAR 98

DIRECTORY CHART

PROGRAM INTEGRATION OFFICER
COL James A. Walter — PIO, CERD

USA CONSTRUCTION ENGINEERING RESEARCH LABORATORY
EXECUTIVE OFFICE

Dr. Michael J. O'Connor — Director, CECER-ZA
John M. Deponai, III — Executive Assistant, CECER-ZC
Martha J. Bleich — Executive Office Support Coordinator, CECER-ZX

Telephone:
Toll Free: 800-USA-CERL
Operator: 217-352-6511
Fax: 217-373-6776

P.O. Box 9005
Champaign, IL 61826-9005

2902 Newmark Drive
Champaign, IL 61821-1076

BOARDS AND COMMITTEES
- Business Area Coordinating Council
- Contract Review Board
- Equal Employment Opportunity Committee
- Executive Steering Committee (ESC)
  - ESC Working Group
  - Branch Chief's Group
  - Coordinator's Group
  - Principal Investigator's Group
- Incentive Awards Committee
- Information Resources Management Steering Committee
- Research & Development Grade Evaluation Committee
- Special Emphasis Program Committees
  - Asian/Pacific Islander Program
  - Black Employment Program
  - Federal Women's Program
  - Hispanic Employment Program

TECHNICAL DIRECTORS
Dr. Alan Moore — Lead TD, CECER-TD
217-373-7245
FAX: 217-373-7227

PLANS AND PROGRAMS OFFICE
Jeffrey Walaszek — Chief, CECER-PP
217-373-6789
FAX: 217-373-7222

TECHNICAL STAFF

FACILITIES DIVISION
L. Michael Golish — Division Chief, CECER-CF
217-373-7267
FAX: 217-373-6724

INSTALLATIONS DIVISION
Dr. John T. Bandy — Division Chief, CECER-CN
217-398-7271
FAX: 217-398-3430

NON-ERDC SUPPORT ELEMENTS

CIV PERSONNEL ADVISORY CTR, VICKSBURG
Amy J. Miller — On-site Personnel Specialist, CECER-P
217-373-6772
FAX: 217-373-7283

CONTRACTS OFFICE
Wayne T. Kurokawa — Chief, CECER-CT
217-373-6748
FAX: 217-373-6773

ENGINEER RESEARCH AND DEVELOPMENT CENTER SUPPORT ELEMENTS

INFO TECH COORD CTR
Diane P. Mann — Site Coordinator, CEERD-IM-I
217-373-7223
FAX: 217-373-7289

RESOURCE MANAGEMENT OFFICE
William H. Beam — Deputy Director, CEERD-RM-I
217-373-6706
FAX: 217-373-6707

OFFICE OF COUNSEL
Bill D. Woodard — Attorney Advisor, CEERD-OC-I
217-373-7204
FAX: 217-373-6776

EEO OFFICE
Michele D. Cooper — EEO Manager, CEERD-EO-I
217-373-7279
FAX: 217-373-6701

LOGISTICS MGMT OFFICES
Samuel Williams — Supply Mgmt Sp, CEERD-LM-IS
217-373-4453
Terri L. Norman — Transportation Sp, CEERD-LM-IT
217-373-6708

DPW, OPERATIONS OFFICE
Thomas D. Miller — Ops Officer, CEERD-PW-OI
217-373-6799
FAX: 217-373-7222

PUBLIC AFFAIRS OFFICE
Dana L. Finney — PAO, CEERD-PA-I
217-373-6714
FAX: 217-373-7222

SAFETY OFFICE
Elizabeth A. Brisson — Support Asst, CEERD-SO-I
217-352-6511/x6387
FAX: 217-373-7222

SECURITY OFFICE
Patricia L. Lampo — Security Specialist, CEERD-SE-I
217-352-6511/x7649
FAX: 217-373-7222

MICHAEL J. O'CONNOR
Director

15 March 1999

QUALITY INTEGRITY PROFESSIONALISM CARING

Director
William E. Roper

Commander and Deputy Director
COL Gary Thomas

Technical Director
Francis G. Capece

Staff Director
Bobbie F. Kerns

- **Resource Management Office** — Debra Richardson
- **Security Office** — Martha A. Bishop
- **Technical Support Office** — Leonard Vickers
- **Contracts Office** — Nancy S. VanNice

Technical Plans and Programs Office
Robin B. Lambert

- **Topographic Research Division** — Joseph E. Swistak
  - **Terrain Signature Analysis Branch** — Constance B. Gray
  - **Terrain Data Generation Branch** — William Z. Clark
  - **Terrain Data Representation Branch** — Thomas E. Jorgensen
- **Topographic Systems Division** — Harold G. Britton
  - **Combat Terrain Information Systems Branch** — David E. Thacker
  - **Topographic Support Branch** — Kenneth D. Traveller
  - **Geospatial Engineering Branch** — Anthony R. Niles
- **Force Development Division** — Laslo Greczy
  - **Force Projection Branch** — Juan Perez
  - **Geospatial Applications Branch** — Michael Powers
  - **Imagery Systems Branch** — James L. Hohman
- **Operations Division** — Regis J. Orsinger
  - **Products and Services Branch** — Allan E. DeWall
  - **Strategic Analysis Branch** — Ann K. Benn
  - **Hydrological Analysis Branch** — Laura C. Dwyer
  - **Terrain Analysis Branch** — Charles H. Lopez
- **Geospatial Information Division** — Richard A. Herrmann
  - **Information Requirements & Design Branch** — Jeffrey A. Messmore
  - **Information Application & Technologies Branch** — James P. Rogers
  - **Information Services & Support Branch** — Mark E. Weipert

Last Updated on 6 January 1999

U.S. ARMY
COLD REGIONS RESEARCH & ENGINEERING LABORATORY
Hanover, New Hampshire 03755-1290

EXECUTIVE OFFICE

Vacant CECRL-DR	Director Ext 4201
LTC Mark C Nelson CECRL-CR	Commander Ext 4200
Vacant CECRL-DC	Deputy Commander Ext 4202
Ms J Bettis	Staff Assistant Ext 4203
Ms L Martel	Executive Secretary Ext 4200

pg 4
ALASKA DISTRICT PARTNERSHIP
Mr P Smallidge — Advocate
CECRL-EO — Ext 4445

pg 2
SENIOR RESEARCH SCIENTISTS
Dr S C Colbeck — Geophysics
CECRL-EO — Ext 4257
Dr D S Sodhi — Polar/Cold Regions
CECRL-EO — Ext 4267

pg 4
CRREL ALASKA
MAJ A Lee — Commander
CECRL-AK — (907) 353-5149

pg 6
DEPUTY DIRECTOR PROGRAM DEVELOPMENT
Dr H McKim* — Chief
CECRL-PD — Ext 4479
*Dual Capacity

pg 6
PLANS AND PROGRAMS OFFICE
MAJ P Marr — Chief
CECRL-PP — Ext 4696

pg 6
REMOTE SENSING/GIS
Dr H McKim* — Chief
CECRL-RS — Ext 4479
*Dual Capacity

pg 3
EQUAL EMPLOYMENT OPPORTUNITY
Mr G Bettis
CECRL-EO — Ext 4485

pg 3
HUMAN RESOURCES
Ms B A Dixon — Chief
CECRL-HR — (617) 647-8221

pg 3
ENVIRONMENT, SAFETY AND SECURITY
Mr R Sletten — Chief
CECRL-SE — Ext 4443

pg 3
RESOURCE MANAGEMENT OFFICE
Mr S Lotterhand — Chief
CECRL-RM — Ext 4401

pg 5
RESEARCH AND ENGINEERING DIRECTORATE
Dr G Ashton — Chief
CECRL-RE — Ext 4265

SNOW & ICE DIVISION
Ms J Richter-Menge — Chief
CECRL-SI — Ext 4266

GEOLOGICAL SCI DIVISION
Mr D Calkins — Chief
CECRL-GL — Ext 4304

GEOCHEMICAL SCI DIVISION
Vacant — Chief
CECRL-GC — Ext 4198

GEOPHYSICAL SCI DIVISION
Dr R Detsch — Chief
CECRL-GP — Ext 4625

APPLIED RESEARCH DIVISION
Dr R Liston — Chief
CECRL-AR — Ext 4362

CIVIL & GEOTECH ENG RSCH DIVISION
Mr S Flanders — Chief
CECRL-CE — Ext 4302

ICE ENGR RSCH DIVISION
Dr J C Tatinclaux — Chief
CECRL-IE — Ext 4361

pg 7
TECHNICAL RESOURCES CENTER
Mr A J Roberto — Chief
CECRL-TR — Ext 4204

LIBRARY AND TECHNICAL PUBLISHING
Ms N Liston — Chief
CECRL-TL — Ext 4221

VISUAL INFORMATION BRANCH
Mr T Wiley — Chief
CECRL-TV — Ext 4196

INFORMATION SYSTEMS BRANCH
Mr G Hoge — Chief
CECRL-TI — Ext 4502

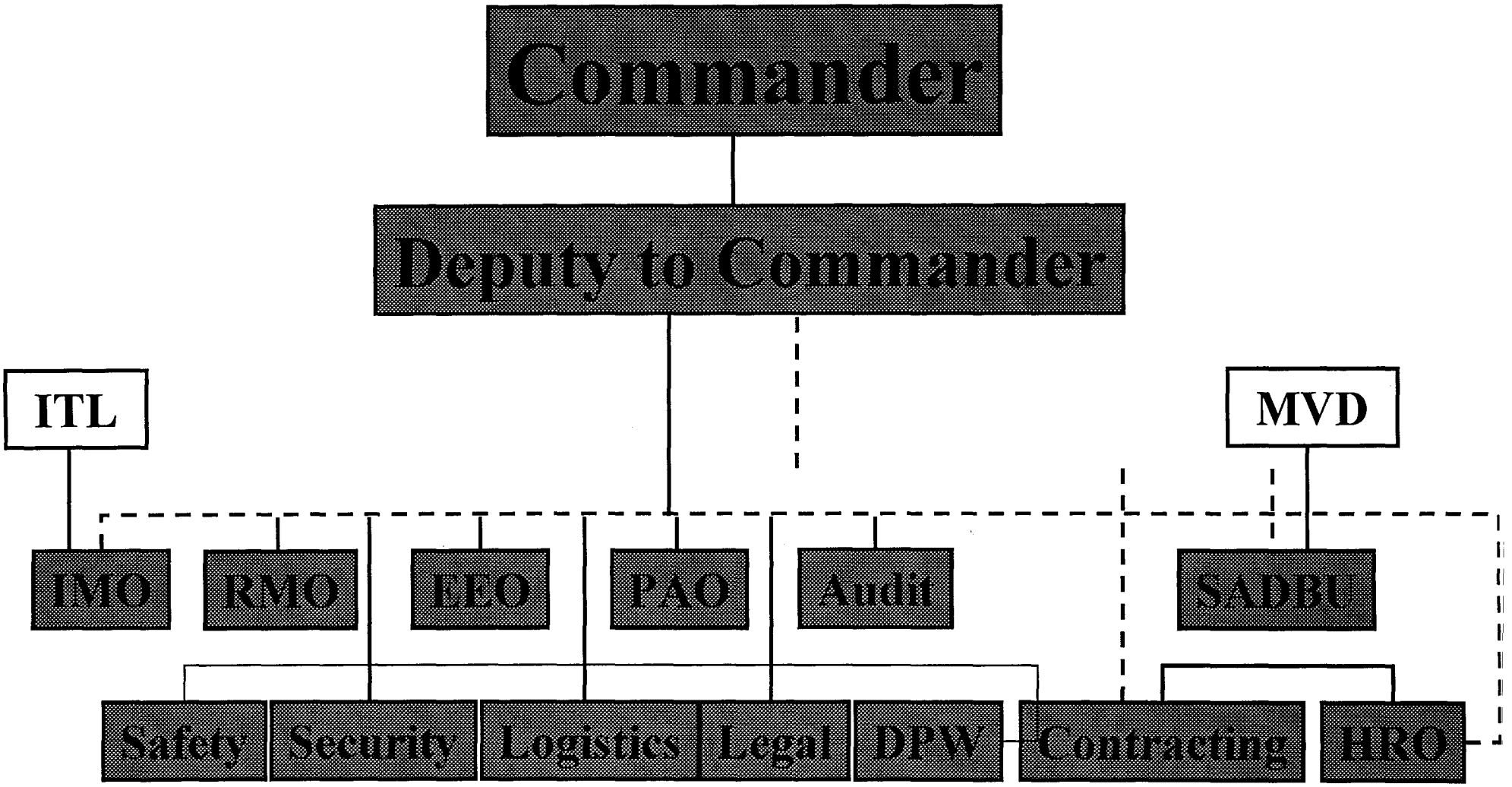
ENGINEERING RESOURCES BRANCH
Mr T Tantillo — Chief
CECRL-TE — Ext 4246

LOGISTICS MANAGEMENT
Mr C Zdunczyk — Chief
CECRL-LM — Ext 4324

FACILITIES ENGINEERING
Mr V R Clifford — Chief
CECRL-FE — Ext 4467

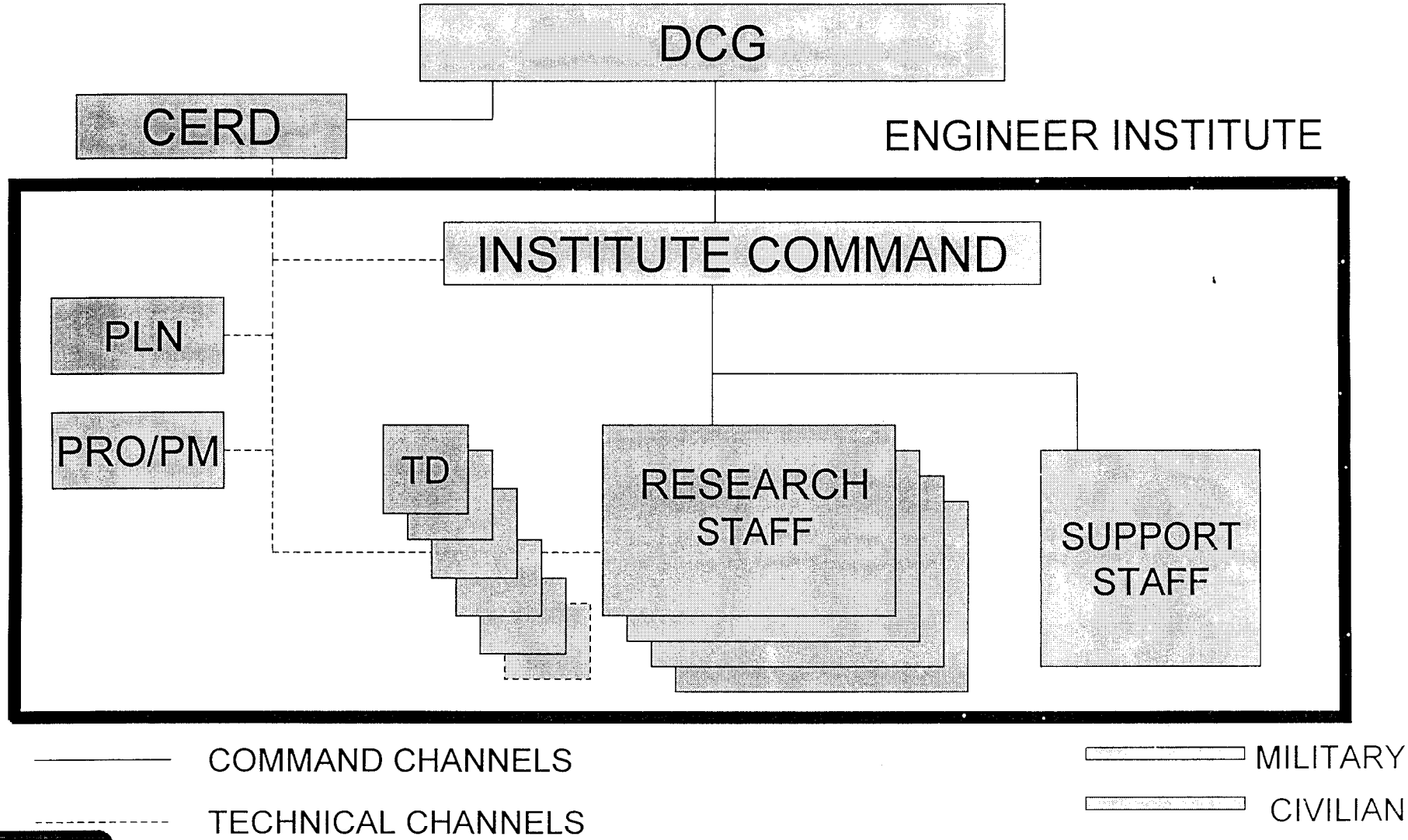
Approved:

MARK C. NELSON
LTC EN
Acting Director
Commercial (603) 646-4201
1 August 1997


Commander
Deputy to Commander
ITL
MVD
IMO
RMO
EEO
PAO
Audit
SADBU
Safety
Security
Logistics
Legal
DPW
Contracting
HRO

R&D Realignment

MATRIX OPTION



AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

DELEGATION OF AUTHORITY

(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

The Commander is responsible for establishing and maintaining the Equal Employment Opportunity Program and policies of the US Army Engineer Research and Development Center (ERDC).

The ERDC EEO organizational structure consists of an EEO Manager, two associate EEO Managers, an EEO Specialist, and an EEO Assistant. Collateral duty assignments have been designated to a Federal Women's Program Manager, an Hispanic Employment Program Manager, a Black Employment Program Manager, an Asian/Pacific Islander Program Manager, a Program Manager for the Individuals with Disabilities Program, and fifteen EEO Counselors. The EEO Office is provided additional clerical support on an as-needed basis. EEO Committees are in place at the ERDC to assist in furthering our EEO goals. The ERDC EEO Office is serviced and assisted by the Vicksburg, MS, Civilian Personnel Advisory Center and the Huntsville, AL, Civilian Personnel Operations Center. Each manager and supervisor is also tasked with assisting the Commander in maintaining the EEO program and EEO policies of the ERDC.

Equal Employment Opportunity Managers (EEOM). The Chief, Equal Employment Opportunity Office, is the senior EEOM responsible to the Commander for the management and administration of the EEO Program. Assisted by two associate EEO Managers, the EEOM is responsible for the development and implementation of the Affirmative Employment Program Plan and annual accomplishment reports; maintaining familiarity with conditions and circumstances affecting EEO; working with community organizations and leaders to improve the employability of minorities, women, and the disabled; developing mechanisms for recruiting from traditionally under represented groups, working with Historically Black Colleges and Universities and Hispanic Serving Institutions to provide opportunities for qualified minority applicants to be competitively drawn into a more diverse workforce, conducting EEO statistical analyses and evaluations; developing regulatory EEO Program guidance to promote affirmative action and EEO, and administering the complaint processing system.

Equal Employment Opportunity Specialist (EEOS). The EEOS is responsible for assisting the EEOMs in the management and administration of the EEO Program. The EEOS is also responsible for assisting in the development and administration of the Affirmative Employment Program Plan; evaluating and reporting on program effectiveness and making recommendations for change or improvement; keeping management informed of EEO reports as required; assisting the EEOMs in the administration of the counseling and complaint system, and overseeing the special emphasis programs.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

DELEGATION OF AUTHORITY

(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

DELEGATION OF AUTHORITY - PAGE 2

Equal Employment Assistant (EEA). The EEA is responsible for receiving questions of individuals who may wish to file an EEO complaint, explaining complaint procedures, and making referrals to counselors as needed. The EEA also assists the Special Emphasis Program Managers in the execution of their program responsibilities, prepares various EEO reports, assists in scheduling conferences and hearings to the extent required, extracts data from the various data systems for use by the EEO staff, and inputs data to the DA complaints tracking system.

Special Emphasis Program Managers (SEPM). The SEPMs are responsible for advising the EEOS and the Chief, EEOO, on the special concerns of women and minorities at the ERDC, developing, implementing, and maintaining special programs through which they assist in the assessment of recruitment, placement, promotion, training and other patterns relevant to their employment in order to identify problem areas affecting the employment of women and minorities and making recommendations for improvements or change.

Director, Civilian Personnel Advisory Center (CPAC). The CPAC Director is responsible through his staff for human resource activities relating to the ERDC EEO Program. The CPAC staff is responsible for providing counsel, guidance, and support on internal reviews of organizations, structures and systems in connection with EEO activities; assessing and making recommendations on human resource program areas to assure that procedures, requirements, criteria, and selections are consistent with applicable guidance and equal employment opportunity policies; providing support in areas such as employee counseling, utilization of personnel program data and statistics; keeping management informed of personnel program changes; and providing recruiting guidance designed to meet EEO objectives.

Equal Employment Opportunity Action Officer (EEOAO). The EEOAO is designated by the CPAC Director to assist in coordinating the CPAC activities relating to the EEO Program.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

DELEGATION OF AUTHORITY

(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

Equal Employment Opportunity Committees (EEOC). The EEOCs are responsible to the ERDC Commander for advising the EEOM on such matters as maintaining effective communications with ERDC employees and the community, providing assistance and advice to the SEPMs, making recommendations to improve and enhance the employment and advancement opportunities of women and minorities, and making recommendations affecting the EEO program.

Managers and Supervisors. All ERDC managers and supervisors have the responsibility to provide EEO leadership and direction within their organizational unit and for the basic implementation of affirmative action in the EEO Program. They are responsible for providing encouragement, assistance and training opportunities so that all employees may utilize their potential to the fullest extent. They are also responsible for demonstrating fairness in all personnel actions and fair and equal treatment of all employees.

Equal Employment Opportunity Counselors (EEOC). The ERDC EEOCs serve as a bridge between former employees, employees and applicants for employment and management in attempting to informally resolve EEO problems. In accordance with 29 CFR 1614, the EEOCs are responsible for making inquiries into complaints to define specific problems and to form a basis for resolution; counseling the aggrieved person on the issues in the matter; keeping a record of counseling activities and briefing the EEOM on those activities; and submitting written reports as required.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS

I certify that the qualifications of all staff officials, full-time or part-time, concerned with administration of the EEO Program, including the Engineering Research Development Center EEO Officer and EEO Staff, EEO Counselors, and Special Emphasis Program Managers have been reviewed by competent authority and incumbents of these positions meet the standards outlined in Qualification Standards Handbook X-118 under 'Equal Employment Opportunity Specialist GS-260' or 'Qualifications Guide for Collateral Assignments Involving Equal Opportunity Duties'. Evidence that the review has been made and its findings are on file and available for review by Equal Employment Opportunity Commission officials.

Douglas D. Watts

DOUGLAS D. WATTS
Acting Director,
Human Resource Management Office

01-21-99
DATE

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

1. OBJECTIVES	SPECIFIC ACTIONS	MILESTONES
A. To inform the ERDC work force of the COE's and the ERDC Commander's position regarding sexual harassment.	A. Publish ERDC plan of prevention of sexual harassment as a supplement to the ERDC Affirmative Employment Program Plan (AEPP).	April 1999
	B. Develop the ERDC Commander's policy statement on sexual harassment.	October 1998 and as needed there after
	C. Disseminate the ERDC Commander's policy statement on sexual harassment to all employees.	October 1998
	D. Post the ERDC Commander's policy statement on sexual harassment on all official bulletin boards.	October 1998
	E. Prepare and publish informative articles on preventing sexual harassment in the EEO Newsletter.	Continuing
B. To train all employees about sexual harassment prevention and responsibilities.	A. As a part of basic EEO training for managers and supervisors, stress the impact of sexual harassment on productivity and morale.	Continuing
	B. Ensure that all EEO staff, Special Emphasis Program Managers, and EEO Counselors promote sensitivity to the nature and seriousness of sexual harassment.	Continuing
	C. Ensure that employees are aware of their right to work in an environment free of sexual harassment, intimidation, and inappropriate nonwork related behaviors.	Continuing

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

---

2. RESPONSIBILITIES.

A. The EEO Manager will ensure that:

(1) All EEO Counselors are knowledgeable of EEOC guidelines on sexual harassment and ensure that counselors are available to address any complaints concerning sexual harassment and attempt to informally resolve the complaints.

(2) The ERDC policy statement on sexual harassment is revised, updated, and distributed appropriately.

(3) ERDC regulations are current in regard to sexual harassment complaint procedures.

(4) EEO training for managers and supervisors addresses sexual harassment prevention.

(5) EEO Posters contain information related to filing sexual harassment complaints.

(6) The CPAC works closely with the EEO Office personnel on any grievances that arise due to allegations of sexual harassment.

B. Managers and supervisors will:

(1) Ensure that all personnel are aware of the ERDC policy regarding sexual harassment.

(2) Make all personnel aware of the obligation to support management's policies and good human relations practices in preventing, removing, reporting, and correcting inappropriate behavior at the work place.

(3) Handle all allegations of sexual harassment expeditiously and with the utmost sensitivity.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

---

3. PREVENTATIVE MEASURES.

A. Disseminate the policy statement of the Commander on prevention of sexual harassment on a regular basis.

B. Provide a workable mechanism for the prompt reporting of complaints. Include in the mechanism a rapid warning for individual (s) involved. Afford complainant opportunity to remain anonymous.

C. Emphasize that sexual harassment is a problem of serious magnitude and that such behavior will not be condoned.

DEPARTMENT OF THE ARMY
U.S. ARMY ENGINEER RESEARCH AND DEVELOPMENT CENTER
WATERWAYS EXPERIMENT STATION, 3909 HALLS FERRY ROAD
VICKSBURG, MISSISSIPPI 39180-6199

REPLY TO ATTENTION OF

CEERD-ZB

26 OCT 1998

U.S. ARMY ENGINEER RESEARCH AND DEVELOPMENT CENTER'S POLICY MEMORANDUM #2

SUBJECT: ERDC Policy on Sexual Harassment

1. As the Commander of the U.S. Army Engineer Research and Development Center (ERDC), I want to emphasize my policy concerning the issue of sexual harassment.

2. Sexual harassment is a violation of Title VII of the 1964 Civil Rights Act, as amended. It is also a violation of the Merit Systems Principles of the Civil Service Reform Act of 1978. Sexual harassment is deliberate or repeated unwelcome, unsolicited verbal comments, gestures, or physical contacts of a sexual nature. Sexual harassment is unacceptable conduct.

3. I support a work environment where sexual harassment is not tolerated. Employees have the right to work in an environment free from unsolicited and unacceptable sexual overtures. Practices which undermine the integrity of employees, debilitate morale, or interfere with work productivity will not be condoned. Each manager, supervisor, and employee will be held responsible for ensuring that sexual harassment is not practiced or tolerated.

4. Individuals who feel that they are the victims of sexual harassment should contact the EEO Office or an EEO Counselor for a private, confidential discussion of the matter. A poster, listing EEO counselors, their telephone numbers, and their locations, can be found on all official bulletin boards. This poster includes instructions for filing complaints.

5. I urge all employees to support the ERDC policy against sexual harassment by preventing, reporting, and correcting inappropriate social behavior within their work sites.

ROBIN R. CABABA
Colonel, Corps of Engineers
Commander

DISTRIBUTION:
A
Plus all Bulletin Boards

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM

Many systems exist at the ERDC by which the affirmative employment program can be monitored and evaluated. These include the following:

A. EEO data is automated and available for retrieval through various data systems. The EEO office has access to the Functional Process Improvement (FPI) software program for the entire ERDC.

B. Several statistical programs are used quarterly to evaluate data regarding minority and female employment.

C. The Special Emphasis Program Managers and EEO Counselors provide valuable program information.

D. The ERDC EEO Committees advise the EEO Manager on various EEO matters and make recommendations affecting the ERDC EEO program.

E. The EEO Managers are advised of all permanent position vacancies and inform the selecting officials of any under representations that may exist in that area.

F. The EEO Managers review all selections and discuss with the selecting officials and other management officials any apparent failure to give full consideration to affirmative employment objectives.

G. The ERDC is serviced by the Vicksburg Area Civilian Personnel Advisory Center (CPAC). The CPAC Director or designee serves as the EEO Action Officer to the ERDC, ensuring that the EEO office is provided technical assistance and support to implement programmatic initiatives.

H. Equal employment opportunity/affirmative action (EEO/AA) is a mandatory and critical element for performance standards of all ERDC managers/supervisors.

I. EEO data is provided quarterly to senior management through QR&A and CMR reviews and includes a workforce profile by race and sex, E&S data by race and sex,and changes in high grade positions.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

I. ORGANIZATION AND RESOURCES

The eight individual research laboratories that make up the USAE Research and Development Center have an established reputation for excellent EEO programs. The EEO program continues to be a major function within the ERDC management structure. The EEO Managers communicate regularly with the ERDC managers/supervisors. The Chief, EEO Office, ERDC, participates in senior staff meetings and other sessions where significant management issues/problems are discussed and has clear and direct access to the Commander.

The ERDC EEO Office has a staff of five permanent employees, including the EEO Manager, two Deputy EEO Managers, an EEO Specialist, and an EEO Assistant. Collateral duty assistance is provided by a Black Employment Program Manager, an Hispanic Employment Program Manager, an Asian/Pacific Islander Program Manager, a Federal Women's Program Manager, and a Program Manager for the Individuals with Disabilities Program, who assist the EEO staff in providing employment information to the workforce and the community. Additional clerical support is provided as needed

The ERDC EEO Manager has the responsibility for implementing the ERDC Affirmative Employment Program. There is a separate EEO budget, which is adequate for assuring the administration of a results-oriented program. This budget includes funding sufficient for EEO staff training, necessary travel expenses, program development, and EEO complaint processing. The EEO Office is equipped with state-of-the-art computer systems and the majority of statistical data, necessary for EEO program evaluation, is easily accessible and can be obtained in a timely manner.

Both the permanent and collateral EEO staff have been afforded the appropriate training to effectively identify problems within their areas of responsibility, advise employees on EEO matters, and counsel EEO complaints. EEO training is provided in a variety of methods to supervisory and managerial personnel. Training in the Prevention of Sexual Harassment is also provided regularly.

Employees are provided information regarding the EEO program through quarterly EEO newsletters. Posters, picturing the EEO Managers, Special Emphasis Program Managers, and EEO Counselors are posted on all official bulletin boards. The workforce is advised on a recurring basis of the EEO complaint processing system and an adequate number (currently fifteen) of fully qualified and trained counselors are available.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

I. ORGANIZATION AND RESOURCES-continued

Recognizing the need for their involvement, senior-level managers and supervisors at ERDC are required to assist the Commander in the review, application, and evaluation of the Affirmative Employment Plan. Managers and supervisors at all levels are aware of their EEO responsibilities and are encouraged to take a proactive approach to the overall EEO program. Equal employment opportunity/affirmative action (EEO/AA) is a mandatory and critical element in their performance standards and all of these managers/supervisors are evaluated for their performance in EEO/AA. The ERDC EEO Manager is responsible for assisting the Commander by randomly monitoring performance evaluations to ensure compliance with published regulations and guidance.

The EEO Manager monitors fiscal and human resources allocated to the EEO program. Sufficient funds are provided for necessary travel, training, special emphasis programs, and other areas pertinent to EEO program development. Collateral duty personnel, assigned to the EEO office, are provided adequate resources and authority to accomplish the objectives of their particular program or mission.

The statistical record of affirmative employment accomplishments addressed in this Affirmative Employment Plan clearly demonstrates a proactive program that is carefully planned and executed. It must, and does, involve a total team commitment.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

II. WORK FORCE

The U.S. Army Engineer Research and Development Center's (ERDC) Multi-Year Affirmative Employment Plan has been prepared based on the Equal Employment Opportunity Commission's Management Directive 714, dated 6 October 1987, and subsequent guidance from the HQUSACE EEO Office.

Civilian occupational series are grouped according to employment categories defined as Professional (Engineers and Scientists), Professional (Others), Administrative, Technical, Clerical, Other, and Blue Collar. These employment categories are referred to as PATCOB. The ERDC work force demographics by PATCOB were compared to Civilian Labor Force (CLF) data by race and sex. The current CLF data are based on the 1990 U.S. Census. Analyses and statistical reports are provided by PATCOB, grade groups, Career Programs and occupational series of over 100 employees.

As of 11 September 1997, the permanent workforce of the ERDC consisted of 2138 employees, 2028 (94.9%) General Schedule and 110 (5.1%) Wage System. Females represented 34.8% (746) of the total workforce and 36.7% (745) of the General Schedule workforce. Of the 110 Wage System employees, only one was a female. Minorities represented 15.9% (340), of the total workforce, including Blacks at 10.4% (223); Asians at 3.0% (65); Hispanics at 2.0% (43); and Native Americans at 0.4% (9). Minorities represented 14.9% (302) of the General Schedule workforce, including Blacks at 9.2% (186); Asians at 3.2% (65); Hispanics at 2.1% (43); and Native Americans at 0.4% (8).

There were 198 General Schedule supervisory positions at ERDC. Females held 17.7% (35) as compared to their representation in the total General Schedule workforce of 36.7%. Minorities held 11.1% (22) of the supervisory positions compared to their total representation of 14.9%

In the Wage System area, there were 110 employees. Black males represented 33.6% (37), Native American males 0.9% (1), and White females 0.9% (1). Minority employees were well represented in the twenty-six Wage Grade Supervisor and Leader positions with Blacks holding 42.3% (11) of those positions and Native Americans holding 3.9% (1).

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

II. WORK FORCE-continued

ERDC had two career programs with over 100 employees. They were Engineers and Scientists and Information Management.

Engineers and scientists composed 57.2% (1160) of the GS/GM workforce. Female representation was 20.0% (232) in this career field compared to the female Civilian Labor Force (CLF) of 16.2%. Minority representation was 12.4% (144), compared to a CLF of 14.0%, and included Blacks at 4.6% (53) with a CLF of 4.1%; Asians at 4.3% (50) with a CLF of 6.2%; Hispanics at 3.4% (39) with a CLF of 3.3%; and Native Americans at 0.2% (2) with a CLF of 0.4%.

Information Management composed 5.9% (119) of the GS/GM workforce. Female representation was 47.9% (57) in this career field compared to the female CLF of 46.8%. Minority representation was 9.2% (11) compared to a CLF of 13.1%, and included Blacks at 7.6% (9) with a CLF of 5.2%; Asians at 0.8% (1) with CLF of 4.1%; Hispanics at 0.8% (1) with a CLF of 3.4%; and Native Americans at 0.0% with a CLF of 0.4%.

There were three major occupations at ERDC of over 100 employees. They were Series 0802, Civil Engineering Technician, with 133 employees; Series 0810, Civil Engineer, with 331 employees; and Series 1301, General Physical Scientists, with 195 employees.

The affirmative action goals contained in this plan were set after a thorough evaluation of the foregoing analysis and additional consideration of the vacancies anticipated for FY 99. Numerical goals were set for those EEO groups whose representation was outside two standard deviations when compared to the appropriate CLF.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

III. DISCRIMINATION COMPLAINTS

TWO-YEAR ANALYSIS OF COMPLAINTS PROCESSING

FY 97 - FY 98

Since the beginning of FY 97, ERDC employees have had 30 precomplaint inquiries. Sixteen (53.3%) were closed with resolution. The number of unresolved complaints, however, contained eight complaints filed by two individuals. When these multiple complaints were removed from the data, the resolution rate was 72.7%. The Department of Army's average resolution rate for FY 97-98 was 56.0%.

Eight complainants filed a total of fourteen formal EEO complaints during this two-year period. Bases included Race (Black (10), Reprisal (1), Sex (Female) (1), Handicap (1) and Age (1). Issues included disciplinary actions (4), promotions (3), performance ratings (5), terminations (1), and benefits (1). Of the 14 formal complaints, 2 were dismissed and 2 were settled prior to an initial hearing by the Department of Defense Office of Complaints Investigation (OCI). Two others were settled after OCI recommended findings of no discrimination. Of the remaining eight, four were closed after OCI and DA findings of no discrimination, one was settled after an OCI recommended finding of discrimination, and EEOC decisions are pending in three.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

IV. RECRUITMENT AND HIRING

Internal and external recruitment sources yield qualified minority and female candidates to meet staffing needs for most positions at mid-level and below. However, recruitment sources are not yielding a sufficient number of qualified minority and female candidates for senior level and supervisory positions. Extra efforts are being made by the Civilian Personnel Advisory Center (CPAC) to insure that vacancies receive broad publication. To insure that vacancies are broadly publicized, the CPAC maintains a targeted recruitment mailing list of professional organizations, civic and social organizations, and colleges and universities with significant women and minority populations.

Procedures for hiring have been examined and no barriers to EEO have been identified. Qualification requirements for each vacancy to be filled are reviewed prior to the position being advertised. Due to the increased emphasis on downsizing, recruitment efforts for lower-level positions are coordinated within the ERDC in order to obtain maximum effectiveness and efficiency, where appropriate. The selection process is also reviewed periodically to ensure equal treatment of all applicants.

The ERDC management staff makes itself available to community, civic, and other groups interested in enhancing equal employment opportunity. Many of the ERDC professional employees speak to high school and college-level groups on a regular basis to encourage women and minorities to enter the engineering/scientific career fields. Through the ERDC partnering agreements with five minority universities, ERDC engineers and scientists proactively participate in the educational process and career opportunities are publicized.

The management staff participates to a large degree in community activities (see Noteworthy Activities), addressing the concerns of various groups, judging science fairs, and conducting seminars, to name a few. The ERDC also participates in cooperative efforts with local communities to encourage participation in special emphasis programs held throughout the year.

The WES Graduate Institute, located at the Waterways Experiment Station (WES) in Vicksburg, Mississippi, is an association of universities and WES through which academic credit and graduate degrees in scientific and engineering disciplines can be earned through course work offered at WES. The Institute enhances the exchange of scientific and engineering information between member universities and ERDC, maintains technical competence and continued professional development of ERDC researchers, and aids greatly in the recruitment and retention of quality employees.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

V. EMPLOYEE DEVELOPMENT PROGRAMS

Since 1991, the Human Resources (HR) area has been working to modernize the employee data systems.To develop and deploy this modernized HR information system, a phased implementation and systems migration approach is being used. When completed, managers will have access to up-to-date information at their desks, be able to generate their own reports, run analyses, and track personnel actions, such as training.

The interim system, currently being used to record and maintain training and other data, is the Personnel Process Improvements (PPIs) system. The ERDC EEO Office has access to the PPI data base for all employee information, including training, awards, separations, promotions, etc. Employees' educational levels can also be tracked with an EEO software program that runs off the PPI data base. Additionally, trends in such areas as average grade, representation of EEO groups in engineering and science positions, representation in PATCO categories, etc., are analyzed annually.

Training surveys are conducted on an annual basis to determine total work force and managerial needs. Appropriate training opportunities are made available to employees through training surveys, information newsletters, special announcements sent by e-mail directly to all employees, as well as the wealth of education and training information available on the Internet. Announcements of training opportunities offered internally by the ERDC staff, by local colleges and universities, the Department of Defense, and private vendors, where appropriate, are made available using these same methods.

ERDC management staff encourages all employees to participate in self-development activities and also encourages the use of newly acquired skills and knowledge on the job. Training opportunities exist for ERDC employees at all grade levels and in all occupational areas. Government training is used to the maximum extent possible, and individual organizations review the need to also use nongovernment sources where appropriate. During FY 98, employees participated in 2,091 instances of training.

Both internal and external professional developmental opportunities are publicized to all career program employees. Team members are also encouraged and supported by their supervisors in their pursuit of advanced degrees. Supervisors are responsible for employee development counseling and the maintenance of up-to-date IDPs for all employees.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

VI. PROMOTIONS

The use of job related evaluation criteria, developed by subject matter experts, is required in the selection and promotion process. The need for specific factors is reviewed by personnel staffing specialists and non-merit factors are immediately eliminated. Internal selection and promotion qualification requirements and procedures are determined to be valid and job-related and include no unnecessary barriers to full utilization of employees' skills and training.

Merit Promotion and Placement Plans are currently in place at each sight, and providing the maximum opportunity for employees to compete for promotions or for positions with known promotion potential. The Plans provide for the review by the EEO Managers of all selections made, including competitive promotions, to assure that affirmative employment has been fully considered.

Over one-half of the ERDC employees occupy positions with built-in "career ladders." While this does not guarantee promotion, it does insure promotion potential. Efforts are also made to ensure that appropriate promotional opportunities are made available to employees, who do not occupy career ladder positions, at all grade levels and in all occupational areas.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

VII. SEPARATIONS

Any plan to initiate a reduction in force (RIF) will always be coordinated with the ERDC EEO Manager, who will have the opportunity to assess the potential impact the proposed RIF would have upon the employment of all EEO groups. Separation of employees due to a RIF is not anticipated, at this time, within ERDC. However, in the event that separations do occur, whether through RIF actions, Voluntary Early Retirement actions, or resignations with Voluntary Separation Incentive Pay, the separations will be conducted in a fair and totally non-discriminatory manner.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

VIII. PROGRAM EVALUATION

Internal program evaluations are especially important, since outside agencies such as the EEOC have decreased the frequency of their evaluations due to an increasing workload and a smaller staff. The ERDC EEO Manager is familiar with the requirements of ER 690-1-964, EEO Program Evaluations, and has established a system for evaluating the effectiveness of the ERDC's overall EEO effort.

A. Annually, during the preparation of the Affirmative Employment Plan, a thorough evaluation of the ERDC EEO program is conducted. This evaluation is a review of the operational concepts, policies, practices, and philosophy that prevail in the management of the EEO program. It includes a review of program design, execution and management and addresses the following:

(1) Commander's commitment, leadership and action.

(2) Management's support, performance, and compliance.

(3) EEO Office organization, including staffing and staff qualifications.

(4) Budgetary requirements, including computer support and equipment.

(5) Accessibility, timeliness, and accuracy of statistical data.

(6) Affirmative Employment Plan management, resources, objectives, and accomplishments.

(7) Special Emphasis Program management and application.

(8) Assessment of outreach programs.

(9) Assessment of trends (i.e., complaints, recruitment, disciplinary actions).

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

VIII. PROGRAM EVALUATION-continued

Program evaluations include input from the ERDC EEO Committees and Special Emphasis Program Managers, as well as the Civilian Personnel Advisory Center. Any program element not found to be in full compliance and within legal and regulatory requirements is considered to be a program deficiency and is reported to the ERDC Commander.

B. HQUSACE EEO inspections are anticipated every two years. Prior to these inspections, the ERDC EEO Manager will:

(1) Ensure that the ERDC Commander is cognizant of any program matter which may affect the findings of the program evaluation team.

(2) Provide any statistical data or other information that may assist the program evaluation team in conducting its evaluation.

(3) Explain EEO program management efforts with respect to stated goals and objectives.

(4) Ensure that recommended follow-up actions are implemented by the date specified.

(5) Share the report of evaluation with the ERDC senior management.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: III. Complaints Processing

PROBLEM/BARRIER STATEMENT: Less than sixty percent of EEO cases are being resolved at the informal stage, resulting in prolonged administrative process and higher costs.
PROBABLE BARRIER: Lack of sufficient training in CEERP.

OBJECTIVE: To improve the informal resolution of precomplaints.

RESPONSIBLE OFFICIAL: Commander, EEOO, Managers/Supervisors
TARGET DATE: FY 99

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Continue to educate the workforce on the benefits Corps of Engineers Early Resolution Program (CEERP).	Managers/Supv EEOO	FY 99
2. Provide training to managers/supervisors to enhance ability to resolve problems, disputes or complaints in the workplace.	' EEOO	FY 99
3. Encourage the involvement of managers/ supervisors in the conciliation stage of CEERP.	EEOO	FY 99
4. Ensure that EEO Counselors receive training which will increase their abilities to resolve EEO complaints.	EEOO	FY 99
5. Encourage the use of mediation to resolve complaints whenever possible.	EEOC's Managers/Supvs	FY 99
6. Monitor the status of the EEO informal complaint resolution rate.	CEEO	FY 99

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. Recruitment and Hiring

PROBLEM STATEMENT: Females and minorities are not proportionately represented in supervisory and senior level (GS/GM-13 and above) positions.
PROBABLE BARRIER: Small applicant pool at the GS-12 level.

OBJECTIVE: Increase the representation of females/minorities in supervisory/senior level positions.

RESPONSIBLE OFFICIAL: Lab Directors, Directors/Chiefs of Support Staff
TARGET DATE: FY 99 and Continuing

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Publicize professional development opportunities to all career program employees.	Lab Directors/ Directors/Chiefs of Support Staff	FY 99 and Continuing
2. Encourage enrollment in Leadership development courses.	Career Program Managers	FY 99 and Continuing
3. Encourage and support team members pursuit of higher education.		FY 99 and Continuing
4. Utilize broad outreach efforts when filling senior level vacancies.		FY 99 and Continuing
5. Encourage and assist women and minorities/ in Career Program registration.		FY 99 and Continuing

Note: A current list of career program managers can be obtained from the EEO or HR offices.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. Recruitment and Hiring

PROBLEM STATEMENT: Lack of sufficient interest among high school students, especially females and minorities, in math, science, and engineering career fields.
PROBABLE BARRIER: An insufficient number of females/minorities entering the E&S career fields.

OBJECTIVE: Increase high school students interest in science and engineering career fields.

RESPONSIBLE OFFICIAL: Lab Directors/Chiefs of Support Staff
TARGET DATE: FY 99 and Continuing

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Utilize the Student Temporary Employment Program.		FY 99 and Continuing
2. Establish apprenticeship programs directed toward females and minorities.		FY 99 and Continuing
3. Develop innovative outreach programs to introduce high school students to engineering and scientific fields.		FY 99 and Continuing
4. Develop methods of sharing the wealth of scientific and engineering expertise possessed by our team members with high schools in our communities.	Lab Directors/ Directors/Chiefs of Support Staff	FY 99 and Continuing

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. Recruitment and Hiring

PROBLEM STATEMENT: The applicant pool of female and minority engineers and scientists is too small.
PROBABLE BARRIER: The graduation rate of female and minority E&S is still far below that of white males.

OBJECTIVE: Increase the female and minority applicant pool for engineer and scientist positions..

RESPONSIBLE OFFICIAL: Lab Directors , CPAC/CPOC
TARGET DATE: FY 99 and Continuing

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Identify areas of technical expertise at HBCU's, MI's, and HSI's that are compatible with research needs in mission areas and seek ways to assist in educating minority engineering students.	Lab Directors	FY 99 and Continuing
2. Develop methods of sharing the wealth of scientific and engineering expertise possessed by our team members with HBCU's, MI's, HSI's and universities with a large female population.	Lab Directors	FY 99 and Continuing
3. Develop methods to identify recruitment strategies and sources that will increase the number of Asian applicants for engineering positions.	CPAC/CPOC	FY 99 and Continuing
4. Utilize organizations such as BIG, FEW, AMIE, etc., to publicize employment opportunities for minorities and females.	Lab Directors	FY 99 and Continuing
5. Seek ways to enlighten minority/female engineering students about the Corps, its missions, capabilities, and opportunities.	Lab Directors	FY 99 and Continuing

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: IV. Recruitment and Hiring

PROBLEM STATEMENT: Females are not applying for Wage Grade positions.
PROBABLE BARRIER: Recruitment practices that might yield female applicants have not been vigorously pursued.

OJECTIVE: Increase the number of females applying for Wage Grade positions.

RESPONSIBLE OFFICIAL: Director, DPW/CPAC
TARGET DATE: FY 99 and Continuing

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Establish communications with trade and vocational schools to encourage women to apply for Wage Grade positions.	Director, DPW	FY 99
2. Seek the assistance of the ERDC Union Locals in gathering information on recruitment sources and ideas for outreach efforts.	Director, DPW CPAC	FY 99

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

NOTEWORTHY ACTIVITIES/INITIATIVES

ERDC participates in several innovative ongoing programs which are improving employment opportunities for women and minorities. A few of those are discussed below:

Six formal Education Partnership agreements have been developed under Section 2194 of Title 10, U.S.C. These agreements are with Alcorn State University, Clark Atlanta University, Ilisagvik College, Jackson State University, North Carolina A&T State University, and the Vicksburg Warren School District, Vicksburg, MS, where over one-half of the students are minorities. Through these partnering agreements, university students and faculty work together in research labs and in the classrooms, ERDC engineers and scientists proactively participate in the educational process of high school students, and employment opportunities are made available to both high school and college level students.

Under these partnering agreements, students and faculty work with ERDC engineers and scientists in research conducted by the eight ERDC laboratories. As an example, CRREL researchers have worked for many years on the North Slope of Alaska near Ilisagvik College, studying sea ice. In FY 98, Ilisagvik students participated in a CRREL program at the Deadhorse Runway to study changes in permafrost temperatures over time to predict potential runway failure. The students assisted with the installation of the instrumentation and learned the techniques of data logging.

Other ERDC activities included, at the high school level, the WES development of a data base of approximately 100 volunteers for lectures, field trips, tutoring, demonstrations, classroom assistance, and science fairs. Workshops led by WES volunteers assist teachers in successfully communicating their expertise to all levels of students. Separate training classes have been held for teachers in computer and Internet applications and other subjects where WES assistance was requested.

WES's long-term program Opportunities in Coastal Engineering for Academically Talented Students (OCEANS), introduces high school students to coastal engineering. This program gives students a closer look at coastal engineering and explains career opportunities, education requirements, salaries, and job availability. The OCEANS program interacts with hundreds of students in area schools, which average 55-97 percent minority enrollment.

For the past six years, CERL has actively participated in the Champaign Unit 4 School District Program, Encouraging Girls in Engineering and Science (GEMS). This program is designed to provide opportunities for adolescent girls to experience science and technology in settings outside the classroom. Its goal is to encourage them to learn about, and perhaps seek careers in related

fields of science. In FY 98, CERL also participated in a Champaign School District Teacher's In Service Workshop titled Enhance Teachers' Knowledge of Science during which teachers learned about current techniques and activities in general related to science and technology.

CERL's excellent relationship with the University of Illinois at Urbana-Champaign (UIUC) enables CERL to recruit students through the Summer Research Opportunities Program (SROP), a program sponsored by the Committee on Institutional Cooperation, an academic consortium of Big Ten Universities and the University of Chicago. SROP is a 10-week program designed to encourage minority students to pursue graduate degrees. The students spend 10-40 hours per week on their research projects, prepare a 15-20 page paper on their research findings, and give a formal presentation to faculty and staff highlighting their research. The students, who are housed in dorms on campus, are assigned to work with UIUC professors or CERL researchers. They receive a $2,500.00 stipend by UIUC for participation in the program and receive 3-6 academic credit hours for their work. In FY 98, CERL hired six students to participate in this program. The students were recruited from Clark Atlanta University, North Carolina A&T State University, Prairie View A&M University, and the University of Puerto Rico at Mayaguez.

Since 1990, CERL has actively recruited area high school students to participate in its Internship in Science and Engineering Program. Each year CERL hires high school juniors to participate in this unique program assisting CERL researchers on science and engineering projects. The students, who are required to work full time during the summer months and 8-10 hours per week during the school year, begin working the summer after their junior year and work throughout their entire senior year. At the end of their internship, the students give a formal presentation, which is open to all CERL employees. For the 1998-99 school year, CERL hired three students.

CRREL was a significant participant in an educational program titled "Teachers Experiencing Antarctica and the Arctic." During the summer of 1998, on board the US Coast Guard Cutter, Polar Sea, a Barrow, Alaska, faculty member and student participated with CRREL researchers in all of the CRREL ice research and were in charge of the ice biology program.

CRREL also has an impressive High School Apprenticeship Program. For the past ten years, CRREL has offered three new apprenticeship positions every year to juniors in high school, who are interested in furthering their education in science and engineering. Local high schools

nominate their most promising students for the interview and selection process. Students selected are matched with a CRREL scientist who mentors them throughout their program until they attain a Bachelors Degree. Students work during vacation periods and summers with the scientist and gain hands-on experience in research.

These types of interactions enable ERDC to proactively support education in our communities, share the wealth of expertise possessed by our team members, identify areas of technical expertise at the universities that are compatible with research needs in our mission areas, and, at the same time, encourage students to become engineers and scientists.

As an active participant in the Advancing Minorities Interest in Engineering (AMIE) organization, ERDC interacts with several of the nine HBCU's that are involved. These interactions include providing professional developmental assignments, serving on advisory boards, and providing students with information about ERDC and the Corps of Engineers. These interactions serve as another mechanism for expanding our recruitment efforts to obtain the best talent available for accomplishing our mission.

Other outreach programs currently in place at the ERDC include the Minorities and Women in Science Internship Program with Dartmouth College in Hanover, NH; participation in the Minority Science Improvement Project of Hinds Community College, Raymond, MS, and an excellent, interactive relationship with the Civil Engineering Department of the University of Puerto Rico, Mayaquez.

Senior-level team members at ERDC believe outreach programs and initiatives should emphasize relationship building, be viewed as strategic resources, and have strong, visible top management involvement. They are considered mission essential activities.

FY 97 - FY 98 CHANGE IN WHITE-COLLAR EEO WORK FORCE PROFILE BY PATCOB OCCUPATIONAL CATEGORY

CATEGORIES	YEARS/ %CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL	1997 #	1280	284	887	220	29	33	31	14	47	17	2	0
	%	100.0	22.2	69.3	17.1	2.3	2.6	2.4	1.1	3.7	1.3	0.2	0.0
	1998 #	1213	260	853	204	29	29	28	11	41	16	2	0
	%	100.0	21.4	70.3	16.8	2.4	2.4	2.3	0.9	3.4	1.3	0.2	0.0
	% CHANGE		(0.8)	1.0	(0.3)	0.1	(0.2)	(0.1)	(0.2)	(0.3)	0.0	0.0	0.0
ADMINISTRATIVE	1997 #	318	197	112	175	6	18	0	3	2	1	1	0
	%	100.0	61.9	35.2	55.0	1.9	5.7	0.0	0.9	0.6	0.3	0.3	0.0
	1998 #	295	186	101	164	7	16	0	3	0	3	1	0
	%	100.0	63.1	34.2	55.6	2.4	5.4	0.0	1.0	0.0	1.0	0.3	0.0
	% CHANGE		1.2	(1.0)	0.6	0.5	(0.3)	0.0	0.1	(0.6)	0.7	0.0	0.0
TECHNICAL	1997 #	396	197	155	154	41	36	0	2	3	2	0	3
	%	100.0	49.8	39.1	38.9	10.4	9.1	0.0	0.5	0.8	0.5	0.0	0.8
	1998 #	374	186	145	146	40	36	0	0	3	1	0	3
	%	100.0	49.7	38.8	39.0	10.7	9.6	0.0	0.0	0.8	0.3	0.0	0.8
	% CHANGE		(0.1)	(0.3)	0.1	0.3	0.5	0.0	(0.5)	0.0	(0.2)	0.0	0.0
CLERICAL	1997 #	119	112	5	88	2	20	0	1	0	1	0	2
	%	100.0	94.1	4.2	74.0	1.7	16.8	0.0	0.8	0.0	0.8	0.0	1.6
	1998 #	108	103	3	83	2	17	0	1	0	0	0	2
	%	100.0	95.4	2.8	76.9	1.9	15.7	0.0	0.9	0.0	0.0	0.0	1.8
	% CHANGE		1.3	(1.4)	2.9	0.2	(1.1)	0.0	0.1	0.0	(0.8)	0.0	0.2
OTHER	1997 #	26	6	11	3	9	3	0	0	0	0	0	0
	%	100.0	23.1	42.3	11.5	34.6	11.5	0.0	0.0	0.0	0.0	0.0	0.0
	1998 #	38	10	19	8	8	2	0	0	1	0	0	0
	%	100.0	26.3	50.0	21.1	21.1	5.3	0.0	0.0	2.6	0.0	0.0	0.0
	% CHANGE		3.2	7.7	9.6	(13.5)	(6.2)	0.0	0.0	2.6	0.0	0.0	0.0
TOTAL	1997 #	2139	796	1170	640	87	110	31	20	52	21	3	5
	%	100.0	37.2	54.7	29.9	4.1	5.1	1.5	0.9	2.4	1.0	0.1	0.2
	1998 #	2028	745	1121	605	86	100	28	15	45	20	3	5
	%	100.0	36.7	55.3	29.8	4.2	4.9	1.4	0.7	2.2	1.0	0.2	0.3
	% CHANGE		(0.5)	0.6	(0.1)	0.1	(0.2)	(0.1)	(0.2)	(0.2)	0.0	0.1	0.1

FY 97 - FY 98 CHANGE IN WHITE-COLLAR EEO WORK FORCE PROFILE BY GENERAL SCHEDULE GRADE LEVELS

PAY LEVEL	YEARS/ %CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
GS 1-4	1997 #	33	23	5	15	5	8	0	0	0	0	0	0
	%	100.0	69.7	15.1	45.5	15.1	24.2	0.0	0.0	0.0	0.0	0.0	0.0
	1998 #	39	28	7	22	4	6	0	0	0	0	0	0
	%	100.0	71.8	17.9	56.4	10.3	15.4	0.0 0	0.0	0.0	0.0	0.0	0.0
	% CHANGE		2.1	2.8	11.1	(4.8)	(8.8)	0.0	0.0	0.0	0.0	0.0	0.0
GS 5-8	1997 #	400	305	64	239	29	53	0	4	2	4	0	5
	%	100.0	76.3	16.0	59.8	7.3	13.3	0.0	1.0	0.5	1.0	0.0	1.1
	1998 #	367	270	66	211	28	50	1	2	2	2	0	5
	%	100.0	73.6	18.0	57.5	7.6	13.6	0.3	0.5	0.5	0.5	0.0	1.4
	% CHANGE		(2.7)	2.0	(2.3)	0.3	0.3	0.3	(0.5)	0.0	(0.5)	0.0	0.3
GS 9-12	1997 #	972	366	525	294	43	44	18	12	17	16	3	0
	%	100	37.7	54.0	30.3	4.4	4.5	1.9	1.2	1.8	1.7	0.3	0.0
	1998 #	899	351	474	284	44	39	14	11	14	17	2	0
	%	100	39.0	52.7	31.6	4.9	4.3	1.6	1.2	1.6	1.9	0.2	0.0
	% CHANGE		1.3	(1.3)	1.3	0.5	(0.2)	(0.3)	0.0	(0.2)	0.2	(0.1)	0.0
GS/GM 13-15	1997 #	721	102	564	92	10	5	13	4	32	1	0	0
	%	100.0	14.2	78.2	12.8	1.4	0.7	1.8	0.6	4.4	0.1	0.0	0.0
	1998 #	708	95	561	87	10	5	13	2	28	1	1	0
	%	100.0	13.4	79.2	12.3	1.4	0.7	1.8	0.3	4.0	0.1	0.1	0.0
	% CHANGE		(0.8)	1.0	(0.5)	0.0	0.0	0.0	(0.3)	(0.4)	0.0	0.1	0.0
SENIOR EXECUTIVE SERVICE (INCLUDES GS/GM 16-18)	1997 #	13	0	12	0	0	0	0	0	1	0	0	0
	%	100.0	0.0	92.3	0.0	0.0	0.0	0.0	0.0	7.7	0.0	0.0	0.0
	1998 #	15	1	13	1	0	0	0	0	1	0	0	0
	%	100.0	6.6	86.7	6.6	0.0	0.0	0.0	0.0	6.6	0.0	0.0	0.0
	% CHANGE		6.6	(5.6)	6.6	0.0	0.0	0.0	0.0	(1.1)	0.0	0.0	0.0
TOTAL	1997 #	2139	796	1170	640	87	110	31	20	52	21	3	5
	%	100.0	37.2	54.7	29.9	4.1	5.1	1.5	0.9	2.4	1.0	0.1	0.2
	1998 #	2028	745	1121	605	86	100	28	15	45	20	3	5
	%	100.0	36.7	55.3	29.8	4.2	4.9	1.4	0.7	2.2	1.0	0.2	0.3
	% CHANGE		(0.5)	0.6	(0.1)	0.1	(0.2)	(0.1)	(0.2)	0.0	0.1	0.1	0.1

EEOC FORM 506 - MODIFIED

FY 97 - FY 98 CHANGE IN BLUE-COLLAR EEO WORK FORCE PROFILE BY WD/WG GRADE GROUPS

PAY LEVEL	YEARS/ %CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WD/WG 1-4	1997 #	3	0	1	0	2							
	%	100.0	0.0	33.3	0.0	66.7							
	1998 #	3	0	1	0	2							
	%	100.0	0.0	33.3	0.0	66.7							
	% CHANGE		0.0	0.0	0.0	0.0							
WD/WG 5-9	1997 #	39	1	19	1	19							
	%	100.0	2.6	48.7	2.6	48.7							
	1998 #	35	1	16	1	18							
	%	100.0	2.9	45.7	2.9	51.4							
	% CHANGE		0.3	(3.0)	0.3	2.7							
WD/WG-10	1997 #	21	0	18	0	2				1			
	%	100.0	0.0	85.7	0.0	9.5				4.8			
	1998 #	20	0	17	0	3				0			
	%	100.0	0.0	85.0	0.0	15.0				0.0			
	% CHANGE		0.0	(0.7)	0.0	5.5				(4.8)			
WD/WG 11-12	1997 #	17	0	15	0	2							
	%	100.0	0.0	88.2	0.0	11.8							
	1998 #	17	0	15	0	2							
	%	100.0	0.0	88.2	0.0	11.8							
	% CHANGE		0.0	(0.0)	0.0	0.0							
WD/WG 13-15	1997 #	9	0	8	0	1							
	%	100.0	0.0	88.9	0.0	11.1							
	1998 #	9	0	8	0	1							
	%	100.0	0.0	88.9	0.0	11.1							
	% CHANGE		0.0	0.0	0.0	0.0							
TOTAL	1997 #	89	1	61	1	26				1			
	%	100.0	1.1	68.5	1.1	29.2				1.1			
	1998 #	84	1	57	1	26				0			
	%	100.0	1.2	67.9	1.2	31.0				0.0			
	% CHANGE		0.1	(0.6)	0.1	1.8				(1.1)			

FY 97 - FY 98 CHANGE IN BLUE-COLLAR EEO WORK FORCE PROFILE BY WL/WN/WS GRADE GROUPS

PAY LEVEL	YEARS/ %CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WL/WN/WS 1-4	1997 #	2	0	1	0	1							
	%	100.0	0.0	50.0	0.0	50.0							
	1998 #	2	0	1	0	1							
	%	100.0	0.0	50.0	0.0	50.0							
	% CHANGE		0.0	0.0	0.0	0.0							
WL/WN/WS 5-9	1997 #	9	0	1	0	8							
	%	100.0	0.0	11.1	0.0	88.9							
	1998 #	8	0	1	0	7							
	%	100.0	0.0	12.5	0.0	87.5							
	% CHANGE		0.0	1.4	0.0	(1.4)							
WL/WN/WS 10-11	1997 #	10	0	7	0	3							
	%	100.0	0.0	70.0	0.0	30.0							
	1998 #	10	0	7	0	3							
	%	100.0	0.0	70.0	0.0	30.0							
	% CHANGE		0.0	0.7	0.0	0.0							
WL/WN/WS 12-15	1997 #	5	0	4	0	0						1	
	%	100.0	0.0	80.0	0.0	0.0						20.0	
	1998 #	6	0	5	0	0						1	
	%	100.0	0.0	83.3	0.0	0.0						16.7	
	% CHANGE		0.0	3.3	0.0	0.0						(3.3)	
TOTAL	1997 #	26	0	13	0	12						1	
	%	100.0	0.0	50.0	0.0	46.2						3.8	
	1998 #	26	0	14	0	11						1	
	%	100.0	0.0	53.9	0.0	42.3						3.8	
	% CHANGE		0.0	3.9	0.0	(3.9)						0.0	

FY 97 - FY 98 CHANGE IN WHITE COLLAR EEO WORK FORCE PROFILE BY MAJOR OCCUPATION

SERIES NAME/CATEGORY	YEARS/ %CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
802 CIVIL ENG TECH	1997 #	140	31	85	27	24	3	0	0	0	0	0	1
	%	100.0	22.1	60.7	19.3	17.1	2.1	0.0	0.0	0.0	0.0	0.0	0.7
	1998 #	133	30	79	26	24	3	0	0	0	0	0	1
	%	100.0	22.6	59.4	19.6	18.1	2.3	0.0	0.0	0.0	0.0	0.0	0.8
	% CHANGE		0.5	(1.3)	0.3	1.0	0.2	0.0	0.0	0.0	0.0	0.0	0.1
810 CIVIL ENGINEERS	1997 #	348	37	276	27	5	3	8	5	21	2	1	0
	%	100.0	10.6	79.3	7.8	1.4	0.9	2.3	1.4	6.0	0.6	0.3	0.0
	1998 #	331	34	264	25	5	3	8	4	19	2	1	0
	%	100.0	10.3	79.8	7.6	1.5	0.9	2.4	1.2	5.7	0.6	0.3	0.0
	% CHANGE		(0.3)	0.5	(0.2)	0.1	0.0	0.1	(0.2)	(0.3)	0.0	0.0	0.0
1301 GENERAL PHYSICAL SCIENTISTS	1997 #	209	37	156	33	6	2	5	1	5	1	0	0
	%	100.0	17.7	74.6	15.8	2.9	1.0	2.4	0.5	2.4	0.5	0.0	0.0
	1998 #	195	36	147	33	4	2	4	0	4	1	0	0
	%	100.0	18.5	75.4	16.9	2.1	1.0	2.1	0.0	2.1	0.5	0.0	0.0
	% CHANGE		0.8	0.8	1.1	(0.8)	0.0	(0.3)	(0.5)	(0.3)	0.0	0.0	0.0

FY 97 - 98 CHANGE IN WHITE-COLLAR EEO WORK FORCE PROFILE BY CAREER PROGRAM

CAREER PROGRAMS	YEARS/ %CHANGE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
CP 16 & 18 ENGINEERS AND SCIENTISTS	1997 #	1209	241	865	188	27	26	31	14	44	13	1	0
	%	100.0	19.9	71.5	15.6	2.2	2.2	2.6	1.2	3.6	1.1	0.1	0.0
	1998 #	1160	232	833	183	27	26	28	11	38	12	2	0
	%	100.0	20.0	71.8	15.8	2.3	2.2	2.4	0.9	3.3	1.0	0.2	0.0
	% CHANGE		0.1	0.3	0.2	0.1	0.0	(0.2)	(0.3)	(0.3)	(0.1)	0.1	0.0
CP 34 INFORMATION MANAGEMENT	1997 #	124	61	60	53	2	6	0	2	1	0.	0	0
	%	100.0	49.2	48.4	42.7	1.6	4.8	0.0	1.6	0.8	0.0	0.0	0.0
	1998 #	119	57	60	48	2	7	0	1	0	1	0	0
	%	100.0	47.9	50.4	40.3	1.7	5.9	0.0	0.8	0.0	0.8	0.0	0.0
	% CHANGE		(1.3)	2.0	(2.4)	0.1	1.1	0.0	(0.8)	(0.8)	0.8	0.0	0.0

DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCO AND CLF

CATEGORIES	YEAR/ CLF	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
PROFESSIONAL ENGINEERS AND SCIENTISTS	1998 #	1160	232	833	183	27	26	28	11	38	12	2	0
	%	100.0	20.0	71.8	15.8	2.3	2.2	2.4	0.9	3.3	1.0	0.2	0.0
	CLF		16.2	72.7	13.3	2.9	1.2	2.7	0.6	5.2	1.0	0.3	0.1
PROFESSIONAL OTHER	1998 #	53	28	20	21	2	3	0	0	3	4	0	0
	%	100.0	52.8	37.7	39.6	3.8	5.7	0.0	0.0	5.7	7.5	0.0	0.0
	CLF		37.0	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
ADMINISTRATIVE	1998 #	295	186	101	164	7	16	0	3	0	3	1	0
	%	100.0	63.1	34.2	55.6	2.4	5.4	0.0	1.0	0.0	1.0	0.3	0.0
	CLF		50.0	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
TECHNICAL	1998 #	374	186	145	146	40	36	0	0	3	1	0	3
	%	100	49.7	38.8	39.0	10.7	9.6	0.0	0.0	0.8	0.3	0.0	0.8
	CLF		54.0	38.1	40.8	6.8	12.5	0.8	0.2	0.3	0.3	0.1	0.2
CLERICAL	1998#	108	103	3	83	2	17	0	1	0	0	0	2
	%	100.0	95.4	2.8	76.9	1.9	15.7	0.0	0.9	0.0	0.0	0.0	1.8
	CLF		81.9	13.0	63.8	4.9	17.5	0.1	0.3	0.1	0.1	0.1	0.2
OTHER	1998 #	38	10	19	8	8	2	0	0	1	0	0	0
	%	100.0	26.3	50.0	21.1	21.1	5.3	0.0	0.0	2.6	0.0	0.0	0.0
	CLF		16.5	59.3	8.2	23.7	8.1	0.2	0.1	0.2	0.1	0.1	0.1
TOTAL	1998 #	2028	745	1121	605	86	100	28	15	45	20	3	5
	%	100.0	36.7	55.3	29.8	4.2	4.9	1.4	0.7	2.2	1.0	0.2	0.3

NOTE: Professional - National CLF
Administrative - National CLF
Technical - State CLF
Clerical - State CLF
Other - State CLF
Blue Collar - State CLF

DISTRIBUTION OF EEO GROUPS AND COMPARISON BY GRADE LEVELS
WAGE SYSTEM

PAY LEVEL	YEAR	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WD/WG 1-4	1998 #	3	0	1	0	2							
	%	100.0	0.0	33.3	0.0	66.7							
WD/WG 5-9	1998 #	35	1	16	1	18							
	%	100.0	2.9	45.7	2.9	51.4							
WD/WG-10	1998 #	20	0	17	0	3							
	%	100.0	0.0	85.0	0.0	15.0							
WD/WG 11-12	1998 #	17	0	15	0	2							
	%	100.0	0.0	88.2	0.0	11.8							
WD/WG 13-15	1998 #	9	0	8	0	1							
	%	100.0	0.0	88.9	0.0	11.1							
TOTAL	1998#	84	1	57	1	26							
	%	100.0	1.2	67.9	1.2	31.0							
	CLF	100.0	13.6	58.8	6.6	26.6	6.6	0.3	0.1	0.1	0.1	0.5	0.2

NOTE: State CLF

DISTRIBUTION OF EEO GROUPS AND COMPARISON BY GRADE LEVELS
WAGE SYSTEM

PAY LEVEL	YEAR/ CLF	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
WL/WN/WS 1-4	1998 #	2	0	1	0	1							
	%	100.0	0.0	50.0	0.0	50.1							
WL/WN/WS 5-9	1998 #	8	0	1	0	7							
	%	100.0	0.0	12.5	0.0	87.5							
WL/WN/WS 10-11	1998 #	10	0	7	0	3							
	%	100.0	0.0	70.0	0.0	30.0							
WL/WN/WS 12-15	1998 #	6	0	5	0	0						1	
	%	100.0	0.0	83.5	0.0	0.0						16.7	
TOTAL	1998#	26	0	14	0	11						1	
	%	100.0	0.0	53.9	0.0	42.3						3.8	
	CLF	100.0	13.6	58.8	6.6	26.6	6.6	0.3	0.1	0.1	0.1	0.5	0.2

NOTE: State CLF

DISTRIBUTION OF EEO GROUPS AND COMPARISON BY MAJOR OCCUPATIONS AND CLF

SERIES NAME/CATGORY	YEAR/ CLF	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
802 CIVIL ENG TECH	1998 #	133	30	79	26	24	3	0	0	0	0	0	1
	%	100.0	22.6	59.4	19.6	18.1	2.3	0.0	0.0	0.0	0.0	0.0	0.8
	CLF		54.0	38.1	40.8	6.8	12.5	0.8	0.2	0.3	0.3	0.1	0.2
810 CIVIL ENGINEERS	1998 #	331	34	264	25	5	3	8	4	19	2	1	0
	%	100.0	10.3	79.8	7.6	1.5	0.9	2.4	1.2	5.7	0.6	0.3	0.0
	CLF		16.2	72.7	13.3	2.9	1.2	2.7	0.6	5.2	1.0	0.3	0.1
1301 GENERAL PHYSICAL SCIENTISTS	1998 #	195	36	147	33	4	2	4	0	4	1	0	0
	%	100.0	18.5	75.4	16.9	2.1	1.0	2.1	0.0	2.1	0.5	0.0	0.0
	CLF		16.2	72.7	13.3	2.9	1.2	2.7	0.6	5.2	1.0	0.3	0.1

NOTE: 802 - State CLF
810 - National CLF
1301 - National CLF

DISTRIBUTION OF EEO GROUPS AND COMPARISON BY IDENTIFIED CAREER PROGRAM AND CLF

CAREER PROGRAMS	YEAR/ CLF	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
ENGINEERS AND SCIENTISTS	1998 #	1160	232	833	183	27	26	28	11	38	12	2	0
	%	100.0	20.0	71.8	15.8	2.3	2.2	2.4	0.9	3.3	1.0	0.2	0.0
	CLF		16.2	72.7	13.3	2.9	1.2	2.7	0.6	5.2	1.0	0.3	0.1
INFORMATION MANAGEMENT	1998 #	119	57	60	48	2	7	0	1	0	1	0	0
	%	100.0	47.9	50.4	40.3	1.7	5.9	0.0	0.8	0.0	0.8	0.0	0.0
	CLF		46.8	46.1	40.8	2.4	2.8	2.0	1.4	2.5	1.6	0.2	0.2

NOTE: National CLF

FY 99 NUMERICAL OBJECTIVES BY PATCOB

OCCUPATIONAL CATEGORY	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #
PROFESSIONAL E & S	PLANNED	3							3			*
PROFESSIONAL OTHER	PLANNED	0					*	*			*	*
ADMINISTRATIVE	PLANNED	0					*	*	*			*
TECHNICAL	PLANNED	0					*	*			*	
CLERICAL	PLANNED	0					*		*	*	*	
OTHER	PLANNED	0										
WAGE GRADE SUPERVISOR	PLANNED	0										
WAGE GRADE LEADER	PLANNED	0										
WAGE GRADE NON-SUPERVISOR	PLANNED	0										
TOTAL	PLANNED	3							3			

NOTE: 1. The numerical objectives contained in this plan have been set after a thorough evaluation of the workforce analysis and additional consideration of the vacancies anticipated for FY 99. Goals were set for those EEO groups where their representation was outside two standard deviations when compared to the appropriate CLF.

2. Asterisks indicate no representation by this group in this particular category.

FY 99 NUMERICAL OBJECTIVES BY OCCUPATIONAL SERIES

OCCUPATIONAL SERIES	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #
802 CIVIL ENG TECH	PLANNED	0					*	*	*	*	*	
810 CIVIL ENGINEERS	PLANNED	0										*
1301 GENERAL PHYSICAL SCIENTISTS	PLANNED	0						*			*	*

NOTE: 1. The numerical objectives contained in this plan have been set after a thorough evaluation of the workforce analysis and additional consideration of the vacancies anticipated for FY 99. Goals were set for those EEO groups where their representation was outside two standard deviations when compared to the appropriate CLF.

2. Asterisks indicate no representation by this group in this particular category.

FY 99 NUMERICAL OBJECTIVES BY CAREER PROGRAM

OCCUPATIONAL SERIES	PLANNED/ ACTUAL	TOTAL	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
		ALL #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #
#16 & 18 ENGINEERS AND SCIENTISTS	PLANNED	3							3			*
#34 INFORMATION MANAGEMENT	PLANNED	0					*		*		*	*
	PLANNED											

NOTE: 1. The numerical objectives contained in this plan have been set after a thorough evaluation of the workforce analysis and additional consideration of the vacancies anticipated for FY 99. Goals were set for those EEO groups where their representation was outside two standard deviations when compared to the appropriate CLF.

2. Asterisks indicate no representation by this group in this particular category.

GLOSSARY OF TERMS

Action item. Identified step to take to improve a problem area.

Barrier. Personnel principle, policy, or practice which restricts or tends to limit the representative employment of applicants and employees, especially minorities, women, and people with disabilities.

CERL. Construction Engineering Research Laboratory.

CLF. Acronym for Civilian Labor Force which is all persons, 16 years of age or over, excluding those in the Armed Forces, who are employed or seeking employment. Figures are taken from the most recent U.S. census. Activity work force EEO group data are compared to either the National or State CLF data; depending on the normal recruiting area for positions being reviewed.

CRREL. Cold Regions Research and Engineering Laboratory.

EEO Groups. White Men; White Women; Black Men; Black Women; Hispanic Men; Hispanic Women; Asian American/Pacific Islander Men; Asian American/Pacific Islander Women; American Indian/ Alaskan Native Men; American Indian/Alaskan Native Women.

Employee. Permanent, full or part-time, member of the activity's work force including those in excepted service positions. Does not include temporary or intermittent individuals.

Employment Category. The major occupational categories for the White Collar pay system and Wage Board pay system including: Professional, Administrative, Technical, Clerical, Other, and Blue-Collar (PATCOB). The categories are made up of groups of series. The Professional category includes series that have a positive educational degree requirement, i.e. Engineer, Computer Scientist. The Administrative category includes most series that credit education and/or experience as qualifying factors, i.e. Management Analyst or Budget Analyst. The Other category is made up of series that don't fall into the PATCB categories, i.e. Security Guard. The Technical category includes technical series/grades i.e., Engineering Tech, Accounting Tech.

ERDC. United States Army Engineer Research and Development Center.

Fiscal Year. Reporting period from October 1 of one year to September 30th of the following year.

HBCU. Historically Black Colleges and Universities.

HSI. Hispanic Serving Institutions.

Identified Career Programs. Career programs with 100 or more employees.

Major Occupations. Mission oriented occupations with 100 or more employees.

Numerical Objectives (Goals). Quantifiable objectives designed to eliminate underrepresentations of EEO groups.

Objective. Statement of a specific end product or condition to be attained by a specific date. Accomplishment of an objective will lead to the elimination of a barrier or other problem.

PATCOB. Acronym for Professional, Administrative, Technical, Clerical, Other and Blue Collar occupational categories.

Program Analysis. Review of the activity's entire affirmative employment program.

Program Element. Prescribed program area for assessing where agencies should concentrate their affirmative employment program analysis and plan development.

Responsible Official. Executive, manager, or supervisor who is accountable for accomplishing an action item.

Target Date. Date (month/year) for completion of an action item.

TEC. Topographic Engineering Center.

WES. Waterways Experiment Station.