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NASA'S EQUAL OPPORTUNITY PROGRAM

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HEARINGS

BEFORE THE

SUBCOMMITTEE ON
CIVIL RIGHTS AND CONSTITUTIONAL RIGHTS

OF THE

COMMITTEE ON THE JUDICIARY HOUSE OF REPRESENTATIVES

NINETY-THIRD CONGRESS

SECOND SESSION

ON

NASA'S EQUAL OPPORTUNITY PROGRAM

MARCH 13 AND 14, 1974

Serial No. 56



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NASA'S EQUAL OPPORTUNITY PROGRAM

WEDNESDAY, MARCH 13, 1974

HOUSE OF REPRESENTATIVES,
CIVIL RIGHTS AND CONSTITUTIONAL RIGHTS
SUBCOMMITTEE OF THE COMMITTEE ON THE JUDICIARY,
Washington, D.C.

The subcommittee met, pursuant to notice, at 10 a.m. in room 2237, Rayburn House Office Building, Hon. Don Edwards [chairman of the subcommittee] presiding.

Present: Representatives Edwards, Wiggins, and McClory.

Also present: Alan A. Parker, counsel; Ruth O. Robinson, assistant counsel; and Michael W. Blommer, associate counsel.

Mr. EDWARDS. The subcommittee will come to order. This morning we will commence oversight hearings on NASA's equal opportunity program. Although recent events have focused attention on the agency's equal opportunity commitments, we are not here to review any individual case that is pending before an administrative or judicial forum, rather we wish to review NASA's equal opportunity program in conjunction with the responsibility of national organizations dedicated to equal opportunity, the Office of Federal Contract Compliance of the Department of Labor, and the Office of Federal Equal Employment Opportunity of the Civil Service Commission; representatives of the latter two agencies will be appearing before the subcommittee at a later date.

Concern for equal opportunity continues to flourish, and the subcommittee is pleased to be receiving written statements for the record from the Federally Employed Women, the Federal Organization of Professional Women, and several other individuals known to have interest in Federal equal opportunity. [See app. 1 at p. 201.]

Testifying this morning will be representatives of national civil rights and labor organizations long known for their efforts in securing equal access to the Nation's resources on behalf of all citizens. Each of the witnesses' organizations is to be congratulated for high professional and continued efforts on behalf of persons often disenfranchised by American society.

Appearing this morning, in alphabetical order, will be Mr. Manuel D. Fierro, executive director of Raza Association of Spanish Surnamed Americans; Mr. Fierro is not here yet. Mr. Roy Johnson, president of Government Employees United Against Racial Discrimination; Mr. Thomas Mitchell, Employment Task Force, Leadership Conference on Civil Rights; and Ms. Gayla Deepe Salinas, chairperson, National Employment/Compliance Task Force, National Organization of Women; and Mr. Brown from the Urban League.

Mr. Brown, we are delighted to have you here. Will you proceed.

TESTIMONY OF RONALD H. BROWN, DIRECTOR, WASHINGTON BUREAU, URBAN LEAGUE LEADERSHIP CONFERENCE FOR CIVIL RIGHTS

Mr. BROWN. Thank you. Good morning, Mr. Chairman, my name is Ronald H. Brown, I'm the director of the Washington Bureau of the National Urban League. With me here this morning is Mr. Thomas Mitchell, my deputy director at the Washington Bureau. Mr. Mitchell has also been keenly active with the Employment Task Force of the Leadership Conference for Civil Rights.

My testimony here today is presented on behalf of the National Urban League as well as the Employment Task Force of the Compliance and Enforcement Committee of the Leadership Conference on Civil Rights.

The National Urban League was founded in 1910, and now operates through 102 local Urban League affiliates spread across the length and breadth of the Nation. The leadership conference is a coalition of over 135 national organizations, and is now in its 25th year of operation.

The management of NASA's equal opportunity program has caused great concern among the members of the Employment Task Force at the Leadership Conference, as well as among members of the Civil Rights community at large. One concern centers on the plight of Ruth Bates Harris and her coworkers following the submission to the NASA Administrator of their report which was highly critical of NASA's EEO performance, and the direction which it was taking.

The termination of Ms. Harris' appointment as Deputy Assistant Administrator for equal opportunity programs; the transfer of one coworker within the agency, and an apparent ultimatum directed at another all appeared to be rather heavy-handed responses to criticism. That is especially true in light of NASA's inability to get its EEO program off the launching pad.

It might have been much more beneficial for NASA and the Administrator had he attempted to resolve whatever differences of opinion there might have been within the equal opportunity program. As it happened, the Administrator's decision to terminate Ms. Harris must have had a chilling effect on future forthright expressions of opinions by EEO professionals not only at NASA, but throughout the Federal Government. NASA's Administrator, Dr. James Fletcher, must have realized the chilling effect of his actions because he issued a memorandum to all NASA employees in early November urging them to communicate their ideas and opinion to him without fear of reprisal.

In light of the circumstances surrounding Ms. Harris' departure from NASA, I think it will be a long time before NASA employees will venture opinions that deviate from what they think the NASA Administrator wants to hear.

In testimony before the Senate Committee on Aeronautical and Space Sciences on October 30, 1973, the NASA Administrator stated that Ms. Harris has been a divisive force in the NASA equal opportunity program.

I would like to convey to you the consternation caused by these accusations among the many members of the task force, the many individuals who have worked with Ms. Harris over the years. They know that Ruth Harris has proven herself time and time again to be

a skilled, competent, and professional administrator, especially in the area of equal rights. Her reputation for tact and diplomacy is common knowledge to her many friends engaged in the civil rights effort.

It is their conclusion and mine that Ruth Harris was fired for her effort to get the seemingly stagnated NASA equal opportunity program moving by identifying the root causes for past failure in her ill-fated report to Dr. Fletcher.

What are the dimensions of NASA's failure? The most prominent failure is the incredibly low percentage of full-time minority employees of NASA. Published statistics show NASA's minority employees have constituted from 4.1 percent of all full-time employees in 1966 to a meager 5.2 percent in 1972. I understand that as of November of 1973 that figure was up to 5.8 percent.

Although the statistics do show a modest trend in the right direction, the percentage is still incredibly low. In 1972 the Civil Service Commission reported that the next worst agency of significant size was the Atomic Energy Commission with 12.6 percent of its full-time employees in the minority categories of black, Spanish surnamed, American Indian, and Oriental. The Civil Service Commission also reported at that time that 20 percent of all full-time Federal employees were minorities in 1972.

The NASA picture gets worse when the Washington headquarters is eliminated. For example, only 4.7 percent of NASA's full-time employees at its various installations around the country were minorities in 1972, rather than the 5.2 percent reported overall, including the Washington headquarters. We should really ask if the field installations could have done better? A detailed examination of each of these installations would be impossible in the time allocated, but perhaps we could take a brief look at one example.

The Lewis Research Center in Cleveland, Ohio, had 3,803 full-time employees in 1972. Of that number 4.4 percent were minorities. The Civil Service Commission statistics for that year show that 32.4 percent of the nearly 20,000 full-time Federal employees in the Cleveland SMSA were minority employees.

Of course, there may be reasons for this 28 percent gap between NASA's minority employment and the overall Federal minority employment in Cleveland, but it is for NASA to explain. I would urge this subcommittee to require NASA to provide a detailed explanation of its minority employment record at each of its installations throughout the country, so that the prospects for the future may be better evaluated.

Another aspect of the NASA equal opportunity program which should be closely scrutinized by this subcommittee is NASA's decentralized reporting system whereby EEO personnel at the field installations report to the installation administrator, rather than directly to the Equal Opportunity program administrator at NASA's Washington headquarters.

It is one of the practices which was sharply criticized by Ms. Harris and her coworkers. Without disrupting what NASA believes to be an effective management reporting procedure, some means should be found to provide greater direction from the headquarters Equal Opportunity Administrator with regard to the field installation equal opportunity programs and the hiring of field EEO staff members. Some

sort of parallel management system should and could be worked out because of the inherent difficulty in implementing changes which run counter to longstanding attitudes and practices.

Such direct reporting to headquarters from subordinate field installation staff members is not unprecedented in NASA. The improvement of equal opportunity in NASA involves similarities to non-EEO areas such as financial and quality control in that the NASA Administrator should have nearly first-hand information to insure effective management.

Senator William Proxmire has urged that NASA's equal opportunity program staff be doubled. This is a commendable recommendation. At least as important as an adequate staff, however, is the proper attitude on the part of NASA's headquarters and field installation administrators. Without the proper commitment to results by key administrators, any equal opportunity staff will be frustrated. Toward this end, NASA should adopt a specific plan of action for each field installation to measure the performance of key administrators.

I am sure that there are many things which this subcommittee can do to improve NASA's performance in minority employment. I urge you to take the strongest possible action to remedy NASA's intolerable failure to respond to the moral and legal necessities of our times. The Federal Government must lead the way in the area of equal employment opportunity for all of its citizens if the injustices of centuries are to be corrected.

Congress must remain steadfast in its determination to bring about justice for all. It is our hope that your intensive review of NASA's equal opportunity program will prompt that agency to solve its minority employment problems with the same imagination, determination, and success which it demonstrated in meeting the challenge of Sputnik by making America preeminent in space.

Thank you very much.

Mr. EDWARDS. Thank you very much, Mr. Brown, for your excellent statement.

[The prepared statement of Ronald H. Brown follows:]

STATEMENT OF RONALD H. BROWN, DIRECTOR, WASHINGTON BUREAU, NATIONAL URBAN LEAGUE, IN BEHALF OF THE NATIONAL URBAN LEAGUE AND THE EMPLOYMENT TASK FORCE, LEADERSHIP CONFERENCE ON NASA'S EQUAL OPPORTUNITY PROGRAM

Mr. Chairman and members of this subcommittee, my name is Ronald H. Brown. I am the Director of the Washington Bureau of the National Urban League, Inc. My testimony today is presented in behalf of the National Urban League and the Employment Task Force of the Compliance and Enforcement Committee of the Leadership Conference on Civil Rights.

The National Urban League, Inc. is an interracial nonprofit, and nonpartisan community service organization which uses accepted practices and principles of social work, economics, law and other disciplines to secure equal opportunity in all sectors of our society for black Americans and other minorities. During its 63-year history, the National Urban League has grown to include 102 local affiliates throughout the country.

The Leadership Conference is a coalition of more than 135 national organizations, of which the National Urban League is one, united in support of improvements in civil rights. This year marks the 25th that the Conference has been working to advance the causes of equality. The Conference performs much of its work through two committees, one dealing with legislation and the other with compliance and enforcement. The Compliance and Enforcement Committee is further subdivided into task forces dealing with specific issue areas such as employment, housing, education, and health. As I previously indicated, this testimony is being presented on behalf of the Employment Task Force.

The management of NASA's Equal Opportunity Program has caused great concern among the members of the Employment Task Force of the Leadership Conference. One concern centers on the plight of Ruth Bates Harris and her co-workers, following the submission to the NASA Administrator of their report which was highly critical of NASA's EEO performance and the direction which it was taking. The termination of Mrs. Harris's appointment as Deputy Assistant Administrator for Equal Opportunity Programs, the transfer of one co-worker within the agency, and an apparent ultimatum directed at another to accept the leadership of NASA supervisors of whom the report was critical or request a transfer all appear to be rather heavy-handed responses to criticism. That is especially true in light of NASA's inability to get its EEO program off of the launching pad.

It might have been much more beneficial for NASA had the Administrator attempted to resolve whatever differences of opinion there might have been within the Equal Opportunity Program. As it happened, the Administrator's decision to terminate Mrs. Harris's appointment must have had a chilling effect on future, forthright expressions of opinion by EEO professionals not only at NASA but throughout the Federal government. NASA's Administrator, Dr. James Fletcher, must have realized the chilling effect of his actions because he issued a memorandum to all NASA employees in early November urging them to communicate their ideas and opinions to him without fear of reprisal. In light of the circumstances surrounding Mrs. Harris's departure from NASA, I think it will be a long time before NASA employees will venture opinions that deviate from what they think the NASA Administrator wants to hear.

In testimony before the Senate Committee on Aeronautical and Space Sciences on October 30, 1973, the NASA Administrator stated that Mrs. Harris had been a divisive force in the NASA Equal Opportunity Program. I want to convey to you the consternation caused by these accusations among the many members of the task force who have known and worked with Mrs. Harris over the years. They know that Ruth Harris has proven herself time and time again to be a skilled, competent and professional administrator, especially in the area of equal rights. Her reputation for tact and diplomacy is common knowledge to her many friends engaged in the civil rights effort.

It is their conclusion that Ruth Harris was fired for her effort to get the seemingly stagnated NASA Equal Opportunity Program moving by identifying the root causes for past failure in her ill-fated report to Dr. Fletcher.

What are the dimensions of NASA's failure? The most prominent failure is in the incredibly low percentage of full-time minority employees of NASA. Published statistics show NASA's minority employees have constituted from 4.1% of all full-time employees in 1966 to 5.2% in 1972. I understand that this figure was up to 5.8% as of last November. Although the statistics show a modest trend in the right direction, the percentage is still abysmally low. In 1972 the Civil Service Commission reported that the next worst agency of significant size was the Atomic Energy Commission with 12.6% of its full-time employees in the minority categories of black, Spanish surnamed, American Indian, and Oriental. The Civil Service Commission also reported that 20% of all full-time Federal employees were minorities in 1972.

The NASA picture gets worse when the Washington headquarters is eliminated. For example, only 4.7% of NASA's full-time employees at its various installations around the country were minorities in 1972 rather than the 5.2% reported overall including the Washington headquarters. Could the field installations have done better? A detailed examination of each one could not be undertaken in the limited time available to us, but perhaps we could look briefly at one example.

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administrator rather than directly to the Equal Opportunity Program administrator at NASA's Washington Headquarters. It is one of the practices which was sharply criticized by Mrs. Harris and her co-workers. Without unduly disrupting what NASA believes to be an effective management reporting procedure, some means should be found to provide greater direction from the headquarters Equal Opportunity Administrator with regard to the field installation Equal Opportunity Programs and the hiring of field EEO staff members. Some sort of parallel management system should be worked out because of the inherent difficulty in implementing changes which run counter to longstanding attitudes. Such direct reporting to headquarters from subordinate field installation staff members is not unprecedented in NASA. The improvement of equal opportunity in NASA involves similarities to non-EEO areas such as financial and quality control in that the NASA Administrator should have nearly firsthand information to ensure effective management.

Senator William Proxmire has urged that NASA's Equal Opportunity Program staff be doubled. This is a commendable recommendation. At least as important as an adequate staff, however, is the proper attitude on the part of NASA's headquarters and field installation administrators. Without the proper commitment to results by key administrators, any equal opportunity staff will be frustrated. Toward this end, NASA should adopt a specific plan of action for each field installation to measure the performance of key administrators.

I am sure that there are many things which this subcommittee can do to improve NASA's performance in minority employment. I urge you to take the strongest action possible to remedy NASA's intolerable failure to respond to the moral and legal necessities of our times. The Federal government must lead the way in the area of equal opportunity for all of its citizens if the injustices of centuries are to be corrected. Congress must remain steadfast in its determination to bring about economic justice for all. The inadequate performance of NASA to date is worth your most earnest attention. It is our hope that your intensive review of NASA's Equal Opportunity Program will prompt that agency to solve its minority employment problems with the same imagination, determination, and success it demonstrated in meeting the challenge of Sputnik by making America preeminent in space.

Thank you for permitting me to deliver these comments.

Mr. EDWARDS. Miss Salinas, if you would proceed.

TESTIMONY OF GAYLA DEEPE SALINAS, CHAIRPERSON, NATIONAL EMPLOYMENT-COMPLIANCE TASK FORCE, NATIONAL ORGANIZATION FOR WOMEN

Ms. SALINAS. Thank you, Mr. Chairman. The National Organization for Women appreciates the opportunity to express our concerns to the subcommittee about NASA's lack of commitment to civil rights as well as the ineffectiveness of the Civil Service Commission in monitoring and enforcing NASA's responsibilities in this important area.

I am Gayla Deepe Salinas, member of the NOW National Compliance Task Force.

NOW is a national civil rights organization with over 650 chapters in all 50 States working to promote equal opportunity for women. A founding purpose of NOW is the elimination of sex discrimination in employment through firm enforcement of laws granting us basic rights and equal opportunity to contribute to the economic life of the Nation. One program which is essential to this goal is the Federal equal employment opportunity program.

NOW's monitoring of the program has led us to conclude that its intent and purpose are not being carried out in good faith, and in some cases, are being grossly violated. Because of this, NOW's national president and other NOW leaders met with the Director of the Office of Federal Equal Employment Opportunity of the U.S. Civil Service Commission on June 8, 1973, to outline our concerns and suggestions.

We were assured that the Civil Service Commission would intervene in the program of any agency which was not being effectively administered.

The National Aeronautical and Space Administration seemed to us to be one agency which was grossly negligent in assuring equal opportunities for women and minorities. NASA is a very visible agency, given front-page news coverage across this country every time a space launch occurs. This public exposure gives the Federal Government an excellent opportunity to set examples in employment practices and leadership roles. The astronaut is the 1970's symbol of American achievement and pride, but the only astronauts we ever see are white males. Further, the NASA employment statistics reveal that women and minorities at NASA are excluded from the other jobs that make the space program go. In fact, NASA has the worst EEO profile in the Federal Government. For all these reasons, NOW leadership felt compelled to express our concerns directly to NASA Administrator Fletcher. The meeting took place November 29, 1973.

Our purpose in this meeting was to urge NASA to recognize that the demonstrated ineffectiveness of its equal employment opportunity program was a crisis as significant as any malfunctioning in other NASA projects.

Dr. Fletcher agreed that the EEO program at NASA has not functioned effectively; yet when asked what positive measures are being taken to remedy this, he could only say that they are working on goals and timetables. He also said that he did not know the priority of civil rights among NASA programs and was not aware that women in the scientific fields at NASA are not promoted beyond the GS 13-14 plateau.

This does not appear to be committed action, to equal opportunities in spite of all the rhetoric which has been generated from the office of the Administrator. If an essential NASA program is an admitted failure, the Administrator should insist that its priority be number one. The small proposals for change outlined in Fletcher's November 2 letter to all employees are not enough for catching up. Dynamic, perhaps even dramatic, measures are needed.

NOW's President and other leaders also questioned Dr. Dudley McConnell's qualifications as head of the EEO program. Dr. McConnell is a NASA trained physicist who is said also to possess management skills. With these talents, he should be qualified to manage a scientific endeavor within NASA. But he was instead asked to head up the EEO program.

Dr. McConnell is alleged to have some experience in social action and civil rights according to his résumé. Yet none of that experience was connected with women's rights. Indeed, there is reason to believe Dr. McConnell is an insensitive sexist. For example, Dr. McConnell indicated he was not aware that ringing a dinner bell to summon his secretary might be offensive.

Both Dr. McConnell and Administrator Fletcher acknowledge Dr. McConnell's lack of awareness of women's issues, but both say he is learning. Aside from a token contact with NOW less than a week ago, Dr. McConnell has not demonstrated to us that he has taken any steps to further his "education".

Why would the EEO program at NASA, already in a crisis state, have to suffer from having as its director someone trained in physics and unqualified in EEO when a science program at NASA would not have to suffer from having as its director someone trained in sociology, for instance, and unqualified in the science field? Why should women have to deal with someone as leader of the EEO program who NASA management admits has trouble dealing with women as equal and who sees himself as still learning? Can the Federal Government afford trainees at the salary of an exempted position?

Hiring Dr. McConnell as Assistant Administrator does not sound like a dynamic or dramatic measure for improving the effectiveness of the EEO program at NASA.

NOW is also concerned about the lack of women and minorities in the space program and remarks made by NASA officials about women's place in that program.

As I indicated earlier, we feel that there is a special need to have women and minorities in the space program because the role of astronauts is especially important to the pioneer spirit of America and in making important space discoveries. This causes many young people of this country to look up to the astronauts as heroes. Yet the majority of people, who are women and minorities, find it hard to relate to what seems to be an exclusive role of white males as an inspiration for their own lifestyles. As Ruth Bates Harris said, "For millions of children around the world, the majority of whom are female and of darker races, the adverse effects of exclusion, and the colonization of the moon with all-white males could have a shattering effect on generations yet unborn."

Perhaps even more important than the "giant step for mankind" with man's first step on the moon, would be a giant step for personkind with the participation of women and minorities in the exploration of space.

A lack of positive measures to put women in space has been further repressed by public statements tending to reinforce traditional notions about women which keep so many of us from leadership roles. We of NOW expressed to Dr. Fletcher our concerns about statements such as those made by former astronaut, James Lovell, and NASA physician, Dr. Charles Berry, which imply that women would be needed in space to relieve sexual tensions and for housekeeping chores.

Whether intended in this context or not, the press picked up these comments and we felt it essential that a public statement be made by the Administrator making it clear that NASA did not regard women in this light at all. Dr. Fletcher refused to do this.

Lack of aggressive recruitment of women and minorities for the astronaut program and refusal to dispel impressions about women's role in space do not sound to us like firm commitment to equal opportunities.

NOW's conclusion from the meeting with Drs. Fletcher and McConnell is that NASA is not truly committed to equal opportunities or to enforcing civil rights laws. It is our opinion that NASA's EEO program cannot work effectively unless it is made accountable to persons outside the agency and unless its budget appropriations depend on compliance with the law.

As it is now, the EEO office at NASA, as well as all other Government agencies, is caught in an inherent ambivalence. On the one hand, if the EEO office acts in favor of the employees, agency management suspects it of disloyalty. If, on the other hand, the EEO office acts in favor of the agency, the employees suspect it of being bedfellows with agency management.

The Civil Service Commission maintains that it is best for the agency to have the first opportunity to examine complaints and plan programs in the area of civil rights for its employees. While this philosophy may have some merit, it does not permit resolution of disputes by persons whose jobs are independent of the management they are standing in judgment of.

It is the opinion of the National Organization for Women that civil rights functions throughout the Federal Government need to be reorganized. The key word to success of EEO programs is accountability.

The Federal Government does not expect private employees or local and State governments to regulate themselves, that is why the Equal Employment Opportunity Commission has been established. Yet the Federal Government itself, specifically the Civil Service Commission, has adopted regulations which rely on agencies such as NASA voluntarily "working out" their noncompliance with the law. When gross injustices in civil rights are committed against dedicated civil servants, the Civil Service Commission does not step in. Instead, it stands back and uses terms such as "being processed," while the public stands back and uses terms such as "rubber stamps." NOW urges this committee to review the Civil Service Commission regulations to determine whether they provide a fair process to the individual complainant. In NOW's opinion, they do not.

The NASA EEO program must be accountable to an agency which is judged on its success in getting NASA to comply and not judged on its success in getting white men to the moon. We suggest that Congress consider developing legislation which would facilitate and promote closer scrutiny of Federal agencies' employment practices. This could entail providing the Civil Service Commission with sanction powers; it could entail establishing a special arm of Congress, similar to the GAO; it could entail transferring to the EEOC title VII authority over Federal employment.

At a time when polls show the credibility of the governmental process at an all-time low, are not NASA and the Civil Service Commission reinforcing the public's belief in Government ineffectiveness?

The entire Federal equal employment opportunities program must be made accountable to women and minorities of this country. We of NOW question whether public funds can continue to go to agencies that so limit well over half of the U.S. population. Thank you.

Mr. EDWARDS. Thank you, Miss Salinas, we are looking forward to Dr. McConnell, who is one of our witnesses tomorrow.

[The prepared statement of the National Organization for Women follows:]

STATEMENT OF THE NATIONAL ORGANIZATION FOR WOMEN

Chairman Edwards and Members of the Subcommittee, the National Organization for Women appreciates the opportunity to express our concerns to the Subcommittee about NASA's lack of commitment to civil rights as well as the

ineffectiveness of the Civil Service Commission in monitoring and enforcing NASA's responsibilities in this important area. I am Gayla Deepe Salinas, member of the NOW National Compliance Task Force.

NOW is a national civil rights organization with over 650 Chapters in all 50 states working to promote equal opportunity for women. A founding purpose of NOW is the elimination of sex discrimination in employment through firm enforcement of laws granting us basic rights and equal opportunity to contribute to the economic life of the nation. One program which is essential to this goal is the Federal Equal Employment Opportunity Program.

NOW's monitoring of the program has led us to conclude that its intent and purposes are not being carried out in good faith, and in some cases, are being grossly violated. Because of this, NOW's national president and other NOW leaders met with the Director of the Office of Federal Equal Employment Opportunity of the United States Civil Service Commission on June 8, 1973 to outline our concerns and suggestions. We were assured that the Civil Service Commission would intervene in the program of any agency which was not being effectively administered.

The National Aeronautical and Space Administration seemed to us to be one agency which was grossly negligent in assuring equal opportunities for women and minorities. NASA is a very visible agency, given front-page coverage across the country everytime a space launch occurs. This public exposure gives the federal government an excellent opportunity to set examples in employment practices and leadership roles. The astronaut is the 1970's symbol of American achievement and pride, but the only astronauts we ever see are white males. Further, the NASA employment statistics reveal that women and minorities at NASA are excluded from the other jobs that make the space program go. In fact, NASA has the worst EEO profile in the federal government. For all these reasons, NOW leadership felt compelled to express our concerns directly to NASA Administrator Fletcher. The meeting took place November 29, 1973.

Our purpose in this meeting was to urge NASA to recognize that the demonstrated ineffectiveness of its Equal Employment Opportunity Program was a crisis as significant as any malfunctioning in other NASA projects.

Dr. Fletcher agreed that the EEO program at NASA has not functioned effectively; yet when asked what positive measures are being taken to remedy this, he could only say that they are working on goals and timetables. He also said that he did not know the priority of civil rights among NASA programs and was not aware that women in the scientific fields at NASA are not promoted beyond the GS 13/14 plateau.

This does not appear to be committed action to equal opportunities in spite of all of the rhetoric which has been generated from the office of the Administrator. If an essential NASA program is an admitted failure, the Administrator should insist that its priority be number one. The small proposals for change outlined in Fletcher's November 2nd letter to all employees are not enough for catching-up. Dynamic, perhaps even dramatic, measures are needed.

NOW's President and other leaders also questioned Dr. Dudley McConnell's qualifications as head of the EEO program. Dr. McConnell is a NASA trained physicist who is said also to possess management skills. With these talents, he should be qualified to manage a scientific endeavor within NASA. But he was instead asked to head-up the EEO program.

Dr. McConnell is alleged to have some experience in social action and civil rights according to his resume. Yet none of that experience was connected with women's rights. Indeed, there is reason to believe Dr. McConnell is an insensitive sexist. For example, Dr. McConnell indicated he was not aware that ringing a dinner bell to summon his secretary might be offensive!

Both Dr. McConnell and Administrator Fletcher acknowledge Dr. McConnell's lack of awareness of women's issues, but both say he is learning. Aside from a token contact with NOW less than a week ago, Dr. McConnell has not demonstrated to us that he has taken any steps to further his "education."

Why should the EEO program at NASA, already in a crisis state, have to suffer from having as its director someone trained in physics and unqualified in EEO when a science program at NASA would not have to suffer from having as its director someone trained in sociology, for instance, and unqualified in the science field? Why should women have to deal with someone as leader of the EEO program who NASA management admits has trouble dealing with women as equal and who sees himself as still learning? Can the federal government afford trainees at the salary of an exempted position?

Hiring Dr. McConnell as Assistant Administrator does not sound like a dynamic or dramatic measure for improving the effectiveness of the EEO program at NASA.

NOW is also concerned about the lack of women and minorities in the space program and remarks made by NASA officials about women's place in that program.

As I indicated earlier, we feel that there is special need to have women and minorities in the space program because the role of astronauts is especially important to the pioneer spirit of America and in making important space discoveries. This causes many young people of this country to look up to the astronauts as heroes. Yet the majority of people, who are women and minorities, find it hard to relate to what seems to be an exclusive role of white males as an inspiration for their own lifestyles. As Ruth Bates Harris said, "For millions of children around the world, the majority of whom are female and of darker races, the adverse effects of exclusion, and the colonization of the moon with all-white males could have shattering effects on generations yet unborn."

Perhaps even more important than the "giant step for mankind" with man's first step on the moon, would be a giant step for personkind with the participation of women and minorities in the exploration of space.

A lack of positive measures to put women in space has been further repressed by public statements tending to reinforce traditional notions about women which keep so many of us from leadership roles. We of NOW expressed to Dr. Fletcher our concerns about statements such as those made by former astronaut, James Lovell, and NASA physician, Dr. Charles Berry, which imply that women would be needed in space to relieve sexual tensions or for housekeeping chores.

Whether intended in this context or not, the press picked up these comments and we felt it essential that a public statement be made by the Administrator making it clear that NASA did not regard women in this light at all. Dr. Fletcher refused to do this.

Lack of aggressive recruitment of women and minorities for the astronaut program and refusal to dispel impressions about women's role in space do not sound to us like firm commitment to equal opportunities.

NOW's conclusion from the meeting with Drs. Fletcher and McConnell is that NASA is not truly committed to equal opportunities or to enforcing civil rights laws. It is our opinion that NASA's EEO program cannot work effectively unless it is made accountable to persons outside the agency and unless its budget appropriations depend on compliance with the law.

As it is now, the EEO office at NASA, as well as all other government agencies, is caught in an inherent ambivalence. On the one hand, if the EEO office acts in favor of the employees, agency management suspects it of disloyalty. If, on the other hand, the EEO office acts in favor of the agency, the employees suspect it of being bed-fellows with agency management.

The Civil Service Commission maintains that it is best for the agency to have the first opportunity to examine complaints and plan programs in the area of civil rights for its employees. While this philosophy may have some merit, it does not permit resolution of disputes by persons whose jobs are independent of the management they are standing in judgement of.

It is the opinion of the National Organization for Women that civil rights functions throughout the federal government need to be reorganized. The key word to success of EEO programs is accountability.

The federal government does not expect private employers or local and state governments to regulate themselves, that is why the Equal Employment Opportunity Commission has been established. Yet the federal government itself, specifically the Civil Service Commission, has adopted regulations which rely on agencies such as NASA voluntarily "working out" their non-compliance with the law. When gross injustices in civil rights are committed against dedicated Civil Servants, the Civil Service Commission does not step in. Instead, it stands back and uses terms such as "being processed", while the public stands back and uses terms such as "rubber stamps." NOW urges this committee to review the Civil Service Commission regulations to determine whether they provide a fair process to the individual complainant. In NOW's opinion, they do not.

The NASA EEO program must be accountable to an agency which is judged on its success in getting NASA to comply and not judged on its success in getting white men to the moon. We suggest that Congress consider developing legislation which would facilitate and promote closer scrutiny of federal agencies' employment practices. This could entail providing the Civil Service Commission with sanction powers; it could entail establishing a special arm of Congress, similar

to the GAO; it could entail transferring to EEOC Title VII authority over federal employment.

At a time when polls show the credibility of the governmental process at an all-time low, are not NASA and the Civil Service Commission reinforcing the public's belief in government ineffectiveness?

The entire Federal Equal Employment Opportunities Program must be made accountable to women and minorities of this country. We of NOW question whether public funds can continue to go to agencies that so limit well over half of the U.S. population.

Mr. EDWARDS. Our next witness is a gentleman who has been a friend of the subcommittee for a long time, Mr. Fierro, the executive director of the Raza Association of Spanish Surnamed Americans, and who has been of great assistance to the subcommittee when we were conducting an investigation of the problems of Spanish-speaking Americans in Federal employment.

Mr. Fierro, we welcome you again, and you may proceed with your statement.

TESTIMONY OF MANUEL D. FIERRO, EXECUTIVE DIRECTOR, RAZA ASSOCIATION OF SPANISH-SURNAMED AMERICANS

Mr. FIERRO. Thank you, Mr. Chairman. My name is Manuel D. Fierro, and I am the executive director of RASSA (Raza Association of Spanish Surnamed Americans), the national non-partisan citizens' lobby for and of the Spanish-speaking with headquarters in Washington, D.C.

In behalf of our 26-member national board of trustees and the 42 participating organizations, I want to thank you for the opportunity to appear before this committee. In all candor, I must say that as I sought the opportunity to appear before you, I was overcome by a sense of frustration and futility in attempting to surpass the odds that were set before me. Nevertheless, I come with hope that this committee will assert itself to the end of creating some real fundamental and institutional change for the benefit also of our Nation's Spanish-speaking as it relates to NASA.

The Spanish-speaking are the second largest minority in the United States, and as such, we have received more than our share of society's neglect and indifference. It is to this concern that I will address my comments today.

It has already been established in the course of these hearings that NASA has failed to effectively implement and enforce an equal employment opportunity program for minorities and women. But one glaring fact that has failed to surface here and one that has therefore been given no consideration is the blatant underemployment of Spanish-speaking men and women by the National Aeronautics and Space Administration, at its national headquarters, space centers, and by its contractors.

Specifically, I bring to your attention that out of more than 27,000 permanent employees of NASA only 270 are Spanish-surnamed, which is 0.9 percent of NASA's total work force; yet minorities in general account for over 5 percent of NASA's total work force. This is in spite of the fact that many of NASA's centers are located in areas where there are high concentrations of Spanish-surnamed people such as Pasadena, Santa Clara, and San Jose, Calif.; Houston, Tex.; and the State of Florida.

It is also important to note that the majority of the 270 Spanish speaking currently employed by NASA are classified in the lower grades. Equally, if not more important, is the fact that there are only five Spanish-speaking employees in NASA's Equal Opportunity Office out of a total number of 65 full-time employees.

Consequently, it stands to reason that if NASA's own Equal Opportunity Office is not hiring the Spanish-surnamed, we have every good reason to question whether there is any significant effort being made to hire the Spanish surnamed, and whether there is any commitment to our specific concerns as they fall under the general definitions of minorities and women. More specifically, these figures indicate we have no one at all working to correct the inequities which face us.

In the related area of contract compliance, out of a total of 47,531 persons employed by NASA's contractors, minorities account for 14.5 percent out of which only 2.5 percent are Spanish surnamed. This is true even though we remain the second largest minority in the country, and once again shows a glaring discrepancy in those areas where there are high concentrations of Spanish-surnamed people. We might also question how many, if any, of NASA's contracts are with Spanish-owned companies.

Before closing I wish to add one more point of concern over a figure which speaks for itself. This is regarding NASA's cooperative education program. Out of a total number of 844 participants, only 10 are Spanish-surnamed individuals.

Mr. Chairman and members of the committee, this testimony has been kept brief, recognizing the time constraints you are all working under, however, I have attached for your study four charts which more definitively illustrate the points I have attempted to bring forth today.

I sincerely trust yourselves and the committee staff will closely and seriously review our case and make a definite commitment to see to it that NASA's Equal Opportunity Office begins to reflect a concern for the Spanish-speaking community.

The committee must make sure that the Spanish speaking are defined specifically as a community in need, for we have failed to receive service under the general umbrella terms of minority and women.

The Spanish surnamed of this country have stood back; we have watched and listened to repeated rhetorical promises that at last we would be given an equal opportunity. Yet, we stand here this very day in the face of glaring statistics which point to nothing more than the abject failure of such programs to include us.

Additionally I would like to make some recommendations and put them in the record, relative to NASA's EEO program; there are seven recommendations.

1. The appointment of decisionmaking Spanish-speaking EEO officials at headquarters and field placements.
2. The appointment of professional Spanish-speaking employees in personnel offices, both headquarters and field.
3. The appointment of a full-time Spanish-speaking coordinator who will receive full management support in achieving results through agency managers.
4. Intensification of recruitment efforts at high schools, junior colleges, colleges, and universities having large Spanish-speaking enrollments. Use Spanish-speaking persons on all recruitment teams.

5. Stronger personal leadership by top management in an overall nationwide effort to produce results in the hiring of Spanish-speaking persons.

6. The use of specific goals and timetables in NASA's affirmative action plan concerning hiring of the Spanish speaking.

7. An annual internal evaluation to determine whether commitment exists; what actions have been taken; results achieved; and most importantly, corrective action to be taken immediately. Disciplinary measures, such as suspension and reduction in grade, for any managers or officers who ignore their EEO responsibilities.

That is all, Mr. Chairman.

Mr. EDWARDS. Thank you very much, Mr. Fierro. Without objection the charts attached to your testimony will be included in the record. [The prepared statement of Manuel D. Fierro follows:]

STATEMENT OF MANUEL D. FIERRO, EXECUTIVE DIRECTOR, RAZA ASSOCIATION OF SPANISH SURNAMED AMERICANS (RASSA)

Mr. Chairman and members of the committee, my name is Manuel D. Fierro. I am the executive director of RASSA (Raza Association of Spanish Surnamed Americans), the National Non-Partisan Citizens' Lobby For and of the Spanish Speaking with headquarters in Washington, D.C.

In behalf of our 26 member national board of trustees and the 42 participating organizations, I want to thank you for the opportunity to appear before this committee. In all candor, I must say that as I sought the opportunity to appear before you I was overcome by a sense of frustration and futility in attempting to surpass the odds that were set before me. Nevertheless, I come with hope that this committee will assert itself to the end of creating some real fundamental and institutional change for the benefit also of our Nation's Spanish speaking as it relates to NASA.

The Spanish speaking are the second largest minority in the United States and, as such, we have received more than our share of society's neglect and indifference. It is to this concern that I will address my comments today.

It has already been established in the course of these hearings that NASA has failed to effectively implement and enforce an equal employment opportunity program for minorities and women. But one glaring fact that has failed to surface here and one that has therefore been given no consideration is the blatant under-employment of Spanish speaking men and women by the National Aeronautics and Space Administration, at its national headquarters, space centers, and by its contractors.

Specifically, I bring to your attention that out of more than twenty seven thousand permanent employees of NASA, only 270 are Spanish surnamed, which is 0.9% of NASA's total work force; yet minorities in general account for over 5% of NASA's total work force. This is in spite of the fact that many of NASA's centers are located in areas where there are high concentrations of Spanish surnamed people such as Pasadena, Santa Clara, and San Jose, California; Houston, Texas; and the State of Florida. It is also important to note that the majority of the 270 Spanish speaking currently employed by NASA are classified in the lower grades. Equally, if not more important, is the fact that there are only five (5) Spanish speaking employees in NASA's equal opportunity office out of a total number of 65 full time employees.

Consequently, it stands to reason that if NASA's own equal opportunity office is not hiring the Spanish surnamed, we have every good reason to question whether there is any significant effort being made to hire the Spanish surnamed, and whether there is any commitment to our specific concerns as they fall under the general definitions of minorities and women. More specifically, these figures indicate we have no one at all working to correct the inequities which face us.

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Before closing I wish to add one more point of concern over a figure which speaks for itself. This is regarding NASA's cooperative education program. Out of a total number of 844 participants, only ten are Spanish surnamed individuals.

Mr. Chairman and members of the committee, this testimony has been kept brief recognizing the time constraints you are all working under; however I have attached for your study four charts which more definitively illustrate the points I have attempted to bring forth today.

I sincerely trust yourselves and the committee staff will closely and seriously review our case and make a definite commitment to see to it that NASA's equal opportunity office begins to reflect a concern for the Spanish speaking community.

The committee must make sure that the Spanish speaking are defined specifically as a community in need, for we have failed to receive service under the general umbrella terms of minority and women.

The Spanish surnamed of this country have stood back; we have watched and listened to repeated rhetorical promises that at last we would be given an equal opportunity. Yet, here we stand this very day in the face of glaring statistics which point to nothing more than the abject failure of such programs to include us.

I thank you, sincerely, for your time and hope that this will not prove to have been just another exercise in rhetoric, but that the outcome will instead be something constructive and beneficial for our community and for the cause of equal opportunity everywhere.

RECOMMENDATIONS

1. The appointment of decision-making Spanish speaking EEO officials at headquarters and field placements.

2. The appointment of professional Spanish speaking employees in personnel offices—both headquarters and field.

3. The appointment of a full-time Spanish speaking coordinator who will receive full management support in achieving results through agency managers.

4. Intensification of recruitment efforts at high schools, Jr. colleges, colleges and universities having large Spanish speaking enrollments. Use Spanish speaking persons on all recruitment teams.

5. Stronger personal leadership by top management in an overall, nation-wide effort to produce results in the hiring of Spanish speaking persons.

6. The use of specific goals and time tables in NASA's affirmative action plan concerning hiring of the Spanish speaking.

7. An annual internal evaluation to determine whether commitment exists; what actions have been taken; results achieved; and most importantly, corrective action to be taken immediately.

8. Disciplinary measures, such as suspension and reduction in grade, for any managers or officers who ignore their EEO responsibilities.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION: PERMANENT EMPLOYMENT OF SPANISH SURNAMED
(AS OF JUNE 30, 1973)

Center	Total employment	Total minority	Spanish surnamed		Percent minority
			Total	Percent	
ARC.....	1,708	172	63	3.7	10.1
FRC.....	470	30	9	1.9	6.4
GSFC.....	3,802	234	23	.6	6.2
HDQS.....	1,635	232	7	.4	14.2
KSC.....	2,403	59	14	.6	2.5
LaRC.....	3,305	160	11	.3	4.8
LeRC.....	3,343	129	10	.3	3.9
JSC.....	3,717	216	85	2.3	5.8
MSFC.....	5,115	95	13	.3	1.9
WS.....	420	13	1	.2	3.1
NAPD.....	37	6	0	16.2
Total.....	25,995	1,346	236	.9	5.2

COMPARATIVE ANALYSIS OF GRADE DISTRIBUTION, FULL-TIME PERSONNEL, AS OF JUNE 30, 1973

Grade	Total	Minority	Spanish surnamed	Grade	Total	Minority	Spanish surnamed
Wage board	1,961	545	52	GS-10	370	10	1
GS-1	140	76	5	GS-11	2,546	124	24
GS-2	409	106	17	GS-12	3,737	148	35
GS-3	458	95	6	GS-13	5,331	175	48
GS-4	848	113	12	GS-14	3,034	75	22
GS-5	1,611	138	11	GS-15	1,914	20	6
GS-6	806	89	9	Super grades	585	3	0
GS-7	1,017	85	5	Total	27,031	1,908	270
GS-8	556	26	2				
GS-9	1,708	80	10				

NASA EQUAL OPPORTUNITY OFFICE, FULL-TIME PERSONNEL, AS OF JAN. 1, 1974

Grade	Total	Minority	Spanish surnamed	Grade	Total	Minority	Spanish surnamed
GS-1	1	1		GS-10	0	0	0
GS-2	2	1		GS-11	8	6	1
GS-3	4	2		GS-12	9	6	1
GS-4	2	1		GS-13	8	6	2
GS-5	4	2		GS-14	8	6	0
GS-6	4	2		GS-15	3	1	0
GS-7	2	1		Super grades	1	1	0
GS-8	1	1		Total	62	40	5
GS-9	5	3	1				

Note: Vacancies at headquarters: 1. Director, equal opportunity program; 2. Director, contract compliance; 3. Federal womens program coordinator; 4. Program analyst; 5. Equal opportunity specialist.

NASA CONTRACTOR EMPLOYMENT STATUS (AS OF JUNE 30, 1973)

NASA centers	Total employees		Total minority		Spanish Americans	
	Number	Percent	Number	Percent	Number	Percent
AMES-ARC	1,217	100.00	511	41.99	108	8.87
Male	975	80.12	428	35.17	90	7.40
Female	242	19.88	83	6.82	18	1.48
Flight Res. CIR-FRC	206	100.00	31	15.05	9	4.37
Male	184	89.32	27	13.11	7	3.40
Female	22	10.68	4	1.94	2	.97
Goddard-GSFC	6,651	100.00	1,262	18.97	86	1.29
Male	5,193	78.08	867	13.04	71	1.07
Female	1,458	21.92	395	5.94	15	.23
Johnson Cir. JSC	8,949	100.00	1,462	16.34	537	6.00
Male	6,925	77.38	954	10.66	381	4.26
Female	2,024	22.62	508	5.68	156	1.74
Kennedy Sp. Cir.-RSC	11,393	100.00	1,019	8.94	114	1.00
Male	10,065	88.34	845	7.42	107	.94
Female	1,328	11.66	174	1.53	7	.15
Langley-LARC	1,389	100.00	333	23.97	19	1.37
Male	1,141	82.15	275	19.80	14	1.01
Female	248	17.85	58	4.18	5	.36
Lewis-LERC	384	100.00	76	21.84	0	0
Male	285	81.90	75	21.55	0	0
Female	63	18.10	1	.29	0	0
Marshall-MSPC	7,978	100.00	767	9.61	37	.46
Male	6,629	83.09	551	6.91	34	.43
Female	1,349	16.91	216	2.71	3	.04
Michoud Assembly Fac.	2,161	100.00	245	15.96	26	1.20
Male	1,850	85.61	267	12.36	20	.93
Female	311	14.39	78	3.61	6	.28
Mississippi Test Fac.	691	100.00	114	16.50	11	1.59
Male	567	82.05	69	9.99	10	1.45
Female	124	17.95	45	6.51	1	.14
NASA-Pasadena	6,143	100.00	864	14.06	267	4.35
Male	5,060	82.37	635	10.34	196	3.19
Female	1,083	17.63	229	3.73	71	1.16
Wallops-WS	405	100.00	82	20.25	1	.25
Male	350	86.42	67	16.54	0	0
Female	55	13.58	15	3.70	0	0
NASA, total agency	47,531	100.00	6,866	14.45	1,215	2.56
Male	39,224	82.52	5,060	10.65	931	1.96
Female	8,307	17.48	1,806	3.80	284	.60

NASA COOPERATIVE EDUCATION PROGRAM

The largest of its kind in the Federal Government.

A BRIEF EXPLANATION

Participants.—College students beginning at the sophomore level till they graduate, are eligible. A special emphasis is being made to lure women and minorities.

What is it designed for?—To provide students an opportunity to study related employment in their field, such as mechanical engineering, electrical engineering, the sciences, math, physics, business administration, etc. It was designed to meet NASA's needs by training the students for future employment in NASA.

NASA COOPERATIVE EDUCATION PROGRAM: COMPARISON OF MINORITY CO-OPS ON ROLLS

[By fiscal year]

Center	Total		Black		Spanish surnamed		Oriental		Women		
	1972	1973	1972	1973	1972	1973	1972	1973	1972	1973	
Headquarters.....	22	21	8	13					1	0	4
ARC.....	1	1							1	0	0
LERC.....	21	24		1					1	0	0
LARC.....	69	63	18	26					1	6	7
FRC.....	35	35							5	3	5
GSFC.....	76	65	9	7	1	2				10	9
WS.....	10	12								0	0
MSFC.....	332	358	31	51						36	55
JSC.....	78	121	9	23	3	7			1	6	25
KSC.....	153	143	9	14		1				6	7
Total.....	787	844	84	135	4	10	0	10		67	112

Our next witness is Mr. Roy Johnson, president of the Government Employees United Against Racial Discrimination. Mr. Johnson, we welcome you, and you may proceed.

TESTIMONY OF ROY JOHNSON, DIRECTOR, GOVERNMENT EMPLOYEES UNITED AGAINST RACIAL DISCRIMINATION

Mr. JOHNSON. I also represent workers in 11 Government agencies that are organized in a task force against discrimination in those agencies.

This organization, GUARD, stands in support of Ms. Ruth Bates Harris and attests to the fact that her dismissal will give aid and comfort to bigots and racists that command power in Federal agencies.

We in GUARD feel that the incident at NASA is not the exception but rather the rule and that unless some corrective action comes from this committee EEO programs will founder in the maze of bureaucracy that they were intended to for, in most Federal agencies, EEO is not a line item in the agency's formal budget. Most EEO officers if they are black in color are handpicked by the bureaucracy or it is some white man doubling as an administrative something or other, and taking care of EEO on the side.

Changing times have brought about a secrecy in racial statistics presented by the agencies when at one time agencies were hellbent for murder to identify white and Negro.

EEO officers more times than not have no experience in civil rights and have problems in understanding where their loyalties lie; that is, with the agency's unprofessed policy of racism or with the minorities they are supposed to uplift.

Minority statistics submitted by Civil Service Commission March 4, 1974, still show the majority of blacks concentrated in grades 1 through 4, 69,051 to be exact and markedly decreasing to 20,339 in grades 9 through 11; 8,028 in grades 12 through 13 and finally 141 in grades through 18.

If the land of the free is the representative government it says it is, we blacks label this assertion as hypocrisy. A representative public service means one in which the ratio of each minority group in a particular government agency comes closest to equaling the group's percentage in the population in the area served by that office. So that a Washington office of a Federal agency would be rated on the basis of the national population, etc. In addition a representative public service must include equitable distribution of blacks and minorities at all levels of appointed positions, not just the low entry levels. Therefore, it is not enough that blacks with 11 percent of the population, represent 12 percent of Federal employees. Nationally, they should approximate 11 percent at each level and grade including the supergrades where higher policies are made.

There have been worker uprisings at HUD, Walter Reed Army Hospital, Census, HEW attesting to the fact that existing EEO programs and the affirmative action programs are not serving the needs of black and other minority employees.

Agencies are incapable with their present EEO programs of policing themselves and CSC is in a state of inertia when it comes to enforcement.

NASA, for publicity purposes, hypocritical purposes, et cetera, sought and hired one of our race's most capable civil rights fighters and hampered her with limited resources. When she told the truth about the agency in a most comprehensive report, the agency fired her.

This is the kind of treatment that the black race in America has been experiencing for 400 years, but for the Federal Government to exhibit it so blatantly, is beyond the comprehension of reasonable men.

Finally, to quote a recent report from Harry Kranz, the 1970 census disclosed that women were 51 percent of the U.S. population and 36.4 percent of the total work force. Blacks comprised 11 percent of the population, Spanish 5 percent, American Indians 4 percent, and Orientals 5 percent. Minorities represent 17 percent of the population.

In the Government, women have consistently held 27 percent of the jobs since 1968 while the four principal minorities have hovered about the 19.5 percent mark for the past 3 years.

Blacks held 15 percent of all Federal jobs.

A Labor Department study refutes the Civil Service claim that the Government has a better record of minority representation than private industry, and that the underutilization of minorities and women in Government is due to factors other than their race or sex.

Again, we in GUARD say EEO is a failure, that the firing of Ms. Harris substantiates that fact and, if this Government is ever expected to maintain credibility as a representative government, then the onus of corrective action lies with them. Thank you.

[The prepared statement of Roy M. Johnson follows:]

STATEMENT OF ROY M. JOHNSON, CHAIRMAN OF GUARD

This organization—GUARD—stands in support of Ms. Ruth Bates Harris and attests to the fact that her dismissal will give aid and comfort to bigots and racists that command power in federal agencies.

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EEO officers more times than not have no experience in civil rights and have problems in understanding where their loyalties lie, i.e., with the agency's unprocessed policy of racism or with the minorities they are supposed to uplift.

Minority statistics submitted by Civil Service Commission March 4, 1974 still show the majority of Blacks concentrated in Grades 1 thru 4, 69,051 to be exact and markedly decreasing to 20,339 in grades 9 thru 11, 8,028—12 thru 13 and finally 141 in grades 16 thru 18.

If the land of the free is the representative Government it says it is, we Blacks label this assertion as hypocrisy. A representative public service means one in which the ratio of each minority groups in a particular government agency comes closest to equaling that group's percentage in the population in the area served by that office. So that a Washington office of a federal agency would be rated on the basis of the national population, etc. In addition a representative public service must include equitable distribution of Blacks and minorities at all levels of appointed positions, not just at the low entry-levels. Therefore, it is not enough that Blacks with 11% of the population, represent 12% of Federal employees. Nationally, they should approximate 11% at each level and grade including the super-grades where higher policies are made.

There have been worker uprisings at HUD, Walter Reed Army Hospital, Census, HEW attesting to the fact that existing EEO programs and the affirmative action programs emanating are not serving the needs of Black and other minority employees.

Agencies are incapable with their present EEO programs of policing themselves and CSC is in a state of inertia when it comes to enforcement.

NASA, for publicity purposes, hypocritical purposes, etc., sought and hired one of our race's most capable Civil Rights fighters and hampered her with limited resources. When she told the truth about the agency in a most comprehensive report, the agency fired her.

This is the kind of treatment that the Black race in America has been experiencing for four hundred years, but for the Federal Government to exhibit it so blatantly, is beyond the comprehension of reasonable men.

Finally, to quote a recent report from Harry Kranz, the 1970 census disclosed that women were 51 percent of the U.S. population and 36.4% of the total work force. Blacks comprised 11% of the population, Spanish 5%, American Indians 4% and Orientals 5%. Minorities represent 17% of the population.

In the Government women have consistently held 27% of the jobs since 1968 while the four principal minorities have hovered about 19.5% mark for the past 3 years.

Blacks held 15% of all federal jobs.

A Labor Department study refutes the civil service claim that the government has a better record of minority representation than private industry, and that the underutilization of minorities and women in government is due to factors other than their race or sex.

Again, we in GUARD say EEO is a failure, that the firing of Mrs. Harris substantiates that fact and, if this Government is ever expected to maintain credibility as a representative Government, then the onus of corrective action lies with them.

Mr. EDWARDS. Thank you very much.

I wonder if any of the witnesses could answer this question: What will NASA give as an explanation of their obviously low record of achievement in this important field?

Ms. SALINAS. Mr. Chairman, if I could speak first. This has often been brought up to NASA by women's groups, minority groups, and other interested people. All we have ever heard is admission of a poor

record; they say, "Yes, we are doing a terrible job but we promise to do better"; and that's the end.

Something has to be done to change the attitude at NASA that apologizing will get us off their backs.

Mr. EDWARDS. Yes, Mr. Brown.

Mr. BROWN. Mr. Chairman, there has been some attempt to fall back on the tired old argument that they have a lot of professional positions; the assumption being that somehow minority group people are not qualified or capable of filling professional positions. That argument we reject out of hand. I think it has been used all too often without substantiation and doesn't hold water at all; that has been one of the arguments that has been used, other than throwing up their hands saying, "we know we have problems and we are going to work on it."

But we feel, and statistics show that that kind of statement, without demonstrating commitments in view of the kind of events that have taken place over the last several months and years, are totally inaccurate.

Mr. EDWARDS. Thank you. Does any other witness wish to speak on that particular subject? Mr. Wiggins?

Mr. WIGGINS. Thank you, Mr. Chairman.

It is going to be much easier for me to ask points in questions after I speak with Dr. Fletcher and have an opportunity to at least understand his statement. I can't believe he will come to this committee and offer no explanation at all.

So, at this time, Mr. Chairman, there is lots of material we have to digest, and I am going to defer in the hope that after Dr. Fletcher testifies, if it is warranted by his testimony, we might consider inviting these people to come back again, and get rebuttal testimony to any assertions that Dr. Fletcher makes in his testimony.

Mr. EDWARDS. How long has NASA been in existence, since 1963? Ms. Robinson says since 1958.

Would anyone care to comment on the fact that the Atomic Energy Commission is No. 2 on the bottom of the list, next to worst in this particular area, with obvious low achievement in equal employment opportunity.

Both of these agencies have rather highly educated and qualified employees. Have any of the witnesses done any work with the Atomic Energy Commission?

Mr. FIERRO. We have made a correlation between the high professionalism involved and specialties, as you indicate. Take for example the training programs that prepare a number of individuals to go into the specialized fields that NASA has and the Atomic Energy Commission has. And I was reviewing the report of the numerous internal training programs, managerial programs that elevate people, promote people, upgrade people.

Well, there are very few minorities involved in the programs, there are hardly any Spanish-speaking people involved in these programs.

Now, there are correlations I am trying to make of the preparation of individuals going into these jobs in these specialized fields. There is again no attempt to really include minorities and Spanish-speaking people into these programs for promotion. And the Civil Service Commission has been at the bottom, they develop the regulations to reflect employment; and yet, they have allowed this situation to exist.

Mr. EDWARDS. But some agencies have done a rather good job, and most of the witnesses have been a part of the effort to secure better employment opportunities for minorities and women in other agencies.

Do you see a big difference in the efforts made by other agencies, as compared with NASA?

Mr. FIERRO. Well, I see a difference as a result of the whole civil rights movement, a lot of individuals were going into social-oriented programs, and what have you, HEW, and agencies of that nature, in that area some people have been affected, minorities, in some professional categories, but not to the extent, you know, that universities and colleges produced a significant number of scientists.

Now, we compiled a list of Spanish-surnamed scientists in this country, and we have over 500; but they have never been involved in NASA programs, they are in private industry. So, the argument that there aren't people that are qualified is not sufficient.

Additionally, when we talk about NASA itself providing money to colleges, scholarship programs, and what have you. What do these colleges do with these funds that they receive for scholarships.

Mr. EDWARDS. Are you saying that NASA does provide scholarships and money for universities for programs; and are you saying that they do not as a part of the directive to the university require evenhanded treatment with regard to minorities and women?

Mr. FIERRO. Well, the statistics reflect that there are very few minorities and Spanish-surnamed individuals in these programs. Maybe the policy, no more than the EEO policy, indicates an affirmative action program and so forth, that they have not carried out, as they have not carried out their obligations under other programs, either.

Mr. EDWARDS. Thank you, Mr. Fierro.

Mr. JOHNSON. I was going to respond to that by saying that while I never worked in NASA, I have been in the Government for 30 years, and I have worked in a number of agencies. And I would say that most agencies now follow a certain pattern, and that pattern is that the agency has a careerist bureaucracy within the agency; they have an appointed head.

Now, their careerist bureaucracy usually is a racist element in the agency; and that most agencies follow a hiring pattern so that the minorities, and particularly the blacks are always concentrated in the low grades, regardless of what their qualifications are.

In the case of NASA, as I said in my statement, the agency is always trying to put its best foot forward, trying to show the Government and the public that they are concerned with EEO, so that they are giving their all in this area. And I think that was one of the reasons they hired Mrs. Harris because they wanted to put their best foot forward, and they are trying to give the public the idea that they were making progress, or that they were really doing something positive in this area.

But I think that if all EEO programs were studied in Federal agencies it would show that the Federal agencies are just paying lipservice to their programs: that the Civil Service Commission is not enforcing the programs with the powers that it does have; and that unless EEOC, or some other branch of the Government looks into the EEO programs in the various agencies with a very keen eye, that people always have situations like Mrs. Harris was confronted with, and that type of thing will have dramatic effect on other EEO officers, and

other people that are involved in EEO programs, not to bring about positive programs for the minorities in the agency for fear that they will wind up in the same position that Mrs. Harris did.

Mr. EDWARDS. Thank you, Mr. Johnson.

Mr. MITCHELL. My name is Thomas Mitchell, and I work for the National Urban League, and I have worked with the Leadership Conference Employment Task Force on this problem.

I would note that one instructive line of inquiry would be the contract compliance in NASA. In this area NASA did set flexible guidelines on a year-by-year basis for minority employment. In the contract compliance field, if my memory serves me correctly, 14 to 15 percent minority employment has been achieved by NASA. From my personal experience in private industry, I know that when the Federal Contract Compliance Officer comes around EEO is taken seriously because there is a motivation to do so; employers lose their Federal contract if they don't make some effort.

So, NASA's problem may be a matter of motivation in the absence of punishment, or, if you will, reprisal. That may account for some of the difference between the bureaucratic attitude and the private industry attitude toward EEO.

NASA will, I think, cite various statistics to defend itself. In the area of physicists there are only, let's say, 3.5 percent minority physicists in the country; but that is really not germane when you look at NASA's contract compliance effort. I think it is more relevant to ask how many minority applicants NASA had. If that number appears insufficient, what do they do to recruit minority applicants?

Many times institutions, whether they are educational or governmental, have a reputation for being racist. That, in itself, will slow applications by minorities. They will go where they feel more accepted. If they seek Government employment, they might elect a Government agency that has a much better record of minority employment, promotional opportunity, and so forth.

An individual who knows the employment history will not try to turn the history around by himself. He will go where he feels most welcome. And since NASA is so far behind it would seem that they will have to do some intensive recruiting in order to come up to the level of other Government agencies.

Mr. EDWARDS. Thank you, Mr. Mitchell.

Ms. SALINAS. I think it should also be noted at this time that the director who set up the program in the contract compliance area transferred. He was also one of the three people who authored the report to Dr. Fletcher.

Mr. EDWARDS. Mr. McClory.

Mr. McCLORY. Thank you, Mr. Chairman.

I tend to concur with you, Mr. Chairman, and Mr. Wiggins that perhaps a more extensive examination, or inquiry into this subject could occur after we have heard the testimony from the NASA officials.

I would like to state on my own behalf that I have a special interest in civil rights: civil rights as they affect minorities, affects sex and age, and religion. I am extremely interested in trying to eliminate discrimination wherever we find it, and particularly job, or employment discrimination, employment opportunity discrimination.

The thing that has motivated me to try to provide the kind of equal opportunity for persons regardless of race, religion, color, sex, or whatever age—I'm getting more and more to quarreling with those who discriminate because of age, and Golda Meir says it's no sin to be 75. [Laughter.]

Mr. McCLORY. The thing that you probably know, Miss Salinas, I supported the equal rights amendment on the Republican side that passed the House a few years ago; and the thing that occurs to me is that women, in order to qualify for these jobs with NASA, and to be accepted in larger numbers need to take a great many other steps. I am wondering about the efforts of your organization to get into the services, since a large number of their personnel apparently come from the Air Force and the Navy and other services that have excluded and discriminated against women up to the present time.

What efforts are being done for women to enter engineering schools, the sciences and those different categories that would make them particularly qualified for positions in NASA because I know that a small number of engineers are women, a small number of doctors, and those various disciplines; I am thinking of specialized disciplines, you find a very, very small percentage of women in them.

Are you working hard to try to get women into those specialized fields?

Ms. SALINAS. We certainly are. As I indicated in our testimony, and to reiterate some of what Mr. Mitchell said; in order to have women seek careers in the fields of engineering or the military, et cetera, there will have to be some inspiration so that they will think they have a good chance of getting jobs using these careers.

Most people, you know, aren't revolutionary, and they go along with the program. If women are taught that engineering is for men, or that it is not as a rule for women; if they look at the people who get hired in those fields, there is not much reason for most of them to think of engineering for themselves. Now, we try obviously to change that; to raise their conscience that there are other alternatives. That is why we feel, for instance, that the space program is so important.

There is no leadership role for women to follow, or the minorities, for that matter. If a little girl, or minority children are watching television, and watch landings, or watch the ticker-tape parade and they only see white men there, there is no reason for them to think, "That could be me one day".

Mr. McCLORY. Well, the thing that occurs to me is in order for the small child to envision herself in that position we have to encourage her to follow some kind of career which would either put her into the services, or put her into a field of science, or something like that.

It seems to me that is the kind of inspiration we want to give instead of just—would you call it tokenism—I think that would be misinforming, or holding up false illusions, if we had just one woman sailing around in a capsule, and nobody qualified to take on these jobs in the interim period when this small child would be developing.

Ms. SALINAS. I would like to say the same thing applies—and I hope my colleagues at the table here agree with me—with regard to minority groups in this area as to women.

Mr. McCLORY. Right.

Ms. SALINAS. We have socially been taught to have certain roles, certain occupations, et cetera. And as I said, this applies equally to the minorities. If you live in a ghetto, there is not much reason to inspire you to get out of the ghetto unless you see something different, be that through television, or public means, the news media, et cetera.

If you happen to have always seen the goal of every woman as that of being married and raising a family—and there is nothing wrong with that—but if that is the only choice you have, the only thing you see, there is no reason to think, unless you see other things, that you should pursue some other career. It is admitted that there are very few women engineers, or minority engineers. But that does not excuse NASA, or any other organization not actively trying to change this.

I think the Federal Government has a moral obligation, as well as an obligation to win the space race.

Mr. McCLORY. A great many of these jobs that we are talking about are in private industry and the related businesses that are preparing the facilities for the space program; and yet, I would say the principal roadblock to our getting ratification of the equal rights amendment has been the AFL-CIO, which has not until very recently changed their attitude. On the other hand, the discrimination that exists in the labor union organizations against women, especially in the skilled types of jobs that are so closely related to the business of the space program, would be, I think, a sensitive but extremely important area to work on.

Ms. SALINAS. I certainly appreciate your suggestions.

Mr. McCLORY. One other question, principally directed to Mr. Johnson, who has made some very emphatic statements. Yet, it would be very helpful to our committee if we could have some specific instances, not just the quotas, because the quotas don't impress me too much.

The thing that impresses me that a black man, for instance, and a white, both apply for the job, and the white gets hired because of discrimination. That's discrimination.

Now, if the white man gets hired because he has a degree, or got the experience and higher qualifications than the black man, I don't see any discrimination there at all. That is providing equal opportunity, hiring a person that is white, instead of black.

Your statement tends to emphasize the quota aspect, and I think, it's a weak argument. Do you have some specific instances, or dozens, or hundreds of them, or anything like that? That would be extremely helpful to us.

Mr. JOHNSON. Well, I really don't like to emphasize the quota, but when I look at Federal agencies I would say that something has to be done to increase the black participation in the various grade levels. At the present time there is nothing that is being done.

I am more familiar with census organizational charts than I am with the other organization charts of other agencies because that is the agency that I work for. And analyzing that particular chart, and having some knowledge of what other agency structures are, it doesn't matter what the society is, the white man is in control of the agency, and he is not only in control of the top positions of that agency, but he is in control of the personnel offices within the agencies that have charge of the hiring and promotional practices.

As I have indicated, that always seems to be a factor in the agencies that the people in these positions usually tend to hire white people; and the black is always on the short end of the stick.

Mr. McCLORY. I would like to have some specific instances, if you could supply us that, it would be very helpful to us. I don't think we want to assume that merely because a person is of a particular color in the personnel office, that they are discriminating, necessarily; I would hate to feel that.

In my own case, I know I have the opportunity to hire people, and during part of my career the top-salaried person on my whole staff has been a black woman, and she has been with me for 20 years, even before I came to Congress. But she is the best woman I could find—the best person I could find. [Laughter.] And that was the reason she was in the job.

Mr. JOHNSON. Well, I think that the statistics that the Civil Service Commission puts out attest to the fact that this situation exists in the agencies, otherwise the statistics would be different.

Mr. McCLORY. Well, if we are going on the basis of statistics and percentages, that is one thing; but if we are going with respect to cases and instances of discrimination, that is something else, and it's a whole lot more persuasive. Thank you.

Mr. EDWARDS. Mr. Wiggins?

Mr. WIGGINS. Mr. Mitchell, what do you perceive in conceptual form "equal employment opportunity" to be?

Mr. MITCHELL. Not only must there be dedication within the agency to hire the best qualified people regardless of ethnic background, but when you have a situation such as the one at NASA where there is apparently an unreceptive attitude toward minorities, looking from the outside, some concentrated effort must be made to overcome that appearance to assure that all candidates are attracted equally. Not only must there be equal employment policies within the organization, but there must be equal attraction to applicants.

I think your notion of seeing what NASA has to say and offering us a chance to rebut it is a good one because this committee has the power to persuade NASA to provide information. Our task force did meet with Dr. Fletcher and Dr. McConnell, and we got some information. Your committee, though, has the same kind of leverage as the Federal contract compliance officer has when he comes around to visit a private company. You can insist on getting full disclosure, or full information, whereas we tend to be given bits and pieces of what happens to be in existence at the time.

One of the special problems at NASA, as I indicated, would probably be the high volume of professionally trained positions requiring extensive education; and it might be that one profitable line of inquiry for this committee is the development of a profile of NASA's employees by job category and grade level to compare with statistics throughout the country to provide some standard of performance. I don't think you could take the Government employment picture and apply that to NASA any more than you could take the overall NASA employment situation and apply that to each NASA installation. Each installation has its particular problems. If you look at each NASA installation you will find that some are located in areas with relatively high Spanish population with low black population while others are

located in areas with high black population and virtually no Spanish population.

We have to have some sort of a measuring stick, and the lack of it is a real stumbling block to evaluation of NASA. Absent a cogently developed measuring stick against which we can compare performance, the only comparison that can be made is between the in-house employment and the contractors' employment, which I mentioned earlier.

Mr. WIGGINS. I accept that as a fair statement of what equal opportunity employment means, your observation provides an opportunity to enter employment, and advance within employment on the basis of qualification, rather than on the basis of nongermane factors such as special areas of discrimination.

Recognizing that, I think and agree that it imposes a special burden upon an employer who believes in his heart that a concept of aggressively recruit if his employment profile reflects a low employment, a low distribution of minorities.

Now, on the assumption that that aggressive recruitment occurs, do you agree that actual hiring ought to be unrelated to the racial makeup, or sexual makeup of the group recruited?

Mr. MITCHELL. Well, now you are getting into the quota question.

Mr. WIGGINS. I want your perception of that.

Mr. MITCHELL. I think there are many instances where there ought to be a reasonable representation of various minorities.

Mr. WIGGINS. So, within the concept of equal employment opportunity there is room for allocation of jobs as to simplify the opportunity to qualify for it.

Mr. MITCHELL. Well, assuming the people are qualified—there is, perhaps, something wrong with the criterion of qualification in some instances—employers tend to fall back on test scores and not look at the overall individual. Assuming there are qualified people, the employer has got to look at the overall availability of his potential employees. They have got to come from somewhere in this statistical population. He's got to ask himself what is wrong if his employment deviates from the statistical population. He has to do something so there is some reasonable representation of the minorities which is reasonably proportional to the number of available applicants.

However, if you take a company of 100 employees and say that exactly 51 or 52 of those employees ought to be women, and exactly 11 are going to be black; that is much too rigid.

Mr. WIGGINS. Well, then, as modified by your later testimony your earlier definition should be understood to mean that there is room within the concept of equal employment opportunity for allocation of some jobs on the basis of race?

Mr. MITCHELL. Well, I hold back from the word "allocation" because it's too rigid. I am saying that an employer should look at his statistics and make an earnest effort to achieve some reasonable measurement of fair employment opportunity; there is no doubt about that.

He may draw that yardstick from the local job market, from the professions involved, or from any number of sources. But he should have some way of measuring his performance. If his performance is not adequate, he should inquire into why it is not.

Mr. WIGGINS. I agree, I am quite convinced that if an employer's profile demonstrates low employment, identifiable, of minorities, there are very suspicious circumstances which ought to prompt an administrator to ask why that occurs. My problem is what the response should be by that administrator.

And, I gather from your testimony that among the tools available to him might appropriately be—I don't want to use allocation for minorities—but some allocation of jobs among identifiable minorities.

Mr. BROWN. If I can respond, Mr. Wiggins, I think it has to be clear because of the patterns of discrimination that have been clearly identified and, I think, substantiated by statistical patterns, that any successful affirmative action effort must include the setting of goals for employment of minorities. I see no other way to close the tremendous gap caused by discrimination without, using your word, "allocations," goals, standards, or guidelines which must be met by employers, either Federal or private. It seems to me there is just no other realistic way if we are serious about solving the problem. We just can't say that we want equal opportunity; we have to take some affirmative action. I see no other kind of affirmative action that could do it as well as setting some specific kinds of goals. Obviously there has got to be some reasonable leeway, but it seems to me that without some specific kind of goal, or guidelines the gap will continue to grow. I think that is going to be the case everywhere unless we take some serious affirmative action.

Mr. WIGGINS. Perhaps I am hung up on the word "opportunity," I really think that you see a desirable objective, a more equal distribution of employment—I am not positive, at least, that the 14th amendment, or the 5th amendment mandates an equitable distribution; in fact, it might mandate the contrary.

Well, that's my hangup, this word "opportunity," it seems to be inconsistent, to me, with some sort of an equitable distribution of employment which reflects the racial factor, and sex factor.

Mr. BROWN. I think part of that, if I may make one more remark, is whether results have anything to do with "opportunity." I think we can easily make statements about "opportunity," but at some point we have to examine what the results of those efforts are. I think the results to date indicate that we have got to begin to look at the kinds of guidelines and goals we are discussing now to make progress.

Mr. WIGGINS. Well, absence of freedom from various discriminations is not a right only of the minorities, it is a right of all Americans. Once we start recognizing this more equitable distribution we at least come close to treading upon the rights of those who may be excluded from employment because they don't fit the optimum profile within a given industry, or employer.

Ms. SALINAS. Mr. Wiggins, with regard to what you just said, you might question how employment disparities occurred, if in fact we are all created equal under the Constitution. Who suffered to create these gaps. We ought to look at the makeup of the population, and what have been facts in employment.

It seems to me the term "discrimination" comes in here if we don't in fact do something actively to bridge that gap. In talking about the person most qualified for the job; as it was mentioned, we have to question the criteria for qualification, and also the potentials for getting those qualifications. What is the potential? One might be

able to judge an employer if he has input into the potentials for getting the qualifications.

NASA has quite extensive education programs for promoting scientists in these fields which are applicable to NASA. It seems to this witness that NASA is not trying to overcome that gap qualification when they are only allocating 49 percent of all scholarship moneys to minority colleges, and I think that figure may be inflated. If the system is in fact such that, hypothetically, 95 percent, or 94 percent of all engineers are white males, we cannot increase the number in percentages of minorities and women, unless a much larger portion than the 49 percent goes to the education of some of these people. The system has perpetuated white men becoming engineers; and it would seem to me that if there was good intent, 100 percent of the money which NASA puts out for scholarships should go to educate women and minorities in the scientific area, so they don't have to say, we can't find educated people.

Mr. FIERRA. I think we touched on several points involving equal opportunity. I think for example the recruitment, when vacancies are open, where is the recruitment being conducted; what kind of information is released, and to what areas. When we talk about equal opportunity we have to also talk about equal access to information, to knowledge of those vacancies.

Additionally we talk about the potential of applicants, or, let's say, Spanish-surnamed; let's look at the economic factor, let's look at the educational involvement of the minorities, Spanish-surnamed; let's look at the dollars, the billions of dollars that NASA has in contracts that can provide economic basis for minorities in Spanish communities. And whom are they giving the contracts? They are perpetuating their own large corporations, and yet they have mandated—we see a total picture, not just jobs, but how those jobs are affected by everything that NASA does, their contracting, their educational programs, recruitment, all these things are related. We are talking about the gaps that have to be closed. They have to be looked at, the objectives have to be seriously looked at not just in terms of getting a higher number of minorities and Spanish-surnamed in the programs; but in addition look at the total complex of NASA, their policies and procedures that directly affect us in one way or another.

So, I am concerned about the gap. I am concerned about equal employment opportunity, but I am also concerned about equal access, equal knowledge, equal opportunity in the contracting, contract compliance, and so forth.

This is the kind of program that NASA has to develop, you know, so that it can realistically begin to assist minorities and say they do have an equal opportunity program.

You know, also I am concerned about minority women. You know, when you look at Spanish-surnamed women, they are the lowest of any group, for that matter, in the employment of NASA, the Spanish-surnamed women. So I am concerned that it's also reflected in those areas.

Mr. EDWARDS. Before I recognize counsel the chairman would like to say that we are honored to have in the hearing room with us today Mrs. Harris.

Ms. ROBINSON. In view of our time I will try to be very brief.

I am wondering, Mr. Brown, if in view of the fact that 47 percent of NASA's jobs are nontechnical jobs, whether or not you think it would be helpful for NASA to, say, recruit at junior colleges, nontechnical high schools, and so forth that have large Spanish-speaking populations, or large black population, or female population.

Mr. BROWN. Most certainly. I think that the technical nature of employment as an excuse for not employing minorities has been over-used, and as I indicated earlier, it cannot really be substantiated. I think progress in this area, as in any other, is relative. For example, one of the yardsticks for comparison that we used in our testimony this morning was a comparison of NASA to other agencies. One agency that might be somewhat similar as far as technical skills and technical jobs is the Atomic Energy Commission which is the next worse. The gap between the AEC and NASA is tremendous—over 12 percent minority employment for the Atomic Energy Commission, and under 6 percent for NASA. It seems to me that that statistic in itself would tell us something about the technical skills argument.

I believe that it certainly would be helpful, knowing that almost 50 percent of NASA's jobs are nontechnical, what does the 5 percent minority employment mean in terms of that statistic. It means to me that there has not been an effective equal opportunity program at NASA, and that someone has got to make sure that there is one in the future. There are times of mistakes, times of intransigence; and one way to do that is following the suggestion made by Ms. Harris.

Mr. McCLORY. Will the gentlelady yield?

It seems to me your argument there, though, leads us into a very serious thing, and that is that you hire people from minority groups for low-level jobs; and then the statistics are going to come up and show that the low-level jobs, the nontechnical jobs where you want to give the opportunity to these people is going to persist, and you have all the top-level, technical, scientific jobs held by the whites. And then they are going to say, now, look, they are only giving the low-level jobs to the blacks and the Spanish-surnamed, and all the cream is going to the white males. That's going to look pretty bad, isn't it?

Mr. BROWN. That is a very good point. As you recall, I was responding to specific questions about the nontechnical employment. I certainly would not restrict the employment opportunity to the nontechnical category. I certainly think we have to pursue recruiting efforts directed at the number of minority students coming out of technical schools. I would certainly hope because we are now identifying areas where the technical argument cannot be used, that we would then cease to recruit in areas where technical skills can be used. I certainly don't mean to imply that.

Ms. ROBINSON. I would point out that a number of nontechnical positions are not, they are far from low-grade positions; they would be among the upper echelon positions for NASA.

Ms. Salinas, I wonder if you can tell us whether or not to your knowledge NASA has ever launched a female into space?

Ms. SALINAS. NASA believes in equal opportunity for all, and they have in fact launched females into space. Maybe they don't mean opportunities for humans here, because the three females who have been launched into space whose names were Anita, Arabelle, and Miss Baker; two of them were spiders, and one was a monkey.

Ms. ROBINSON. Mr. Fierro, I am wondering if you know whether or not NASA participated in the conference recently in town here that was held, the Conference of the Spanish Task Force of Engineers and Scientists? I am wondering whether or not NASA participated.

Mr. FIERRO. No, they did not.

Ms. ROBINSON. They did not participate in that. Thank you.

Mr. FIERRO. The Atomic Energy Commission was involved with a number of Spanish speaking groups, setting up programs. I am not familiar with the logistics of the hosts that were involved, but I know that NASA was not involved. Maybe it was an oversight; maybe they did not accept. I don't know the details.

Mr. EDWARDS. I regret that we are being removed forcibly from this room, not because of the subject matter but because—

Mr. McCLORY. Discrimination. [Laughter.]

Mr. EDWARDS [continuing]. The entire Judiciary Committee is being captured by the impeachment inquiries, and there is something that is going to go on in regards to that; apparently that has priority over this very important subject that is very close to the hearts of this subcommittee; not only are we very much involved at the moral level, but we are also charged by the Full Committee on the Judiciary with the responsibility, and in addition to that we are charged by the Executive Order of the President of the United States to make certain that all agencies comply with the Executive order on equal opportunity in Federal employment.

We are going to have down the road, I trust in not too many weeks, Dr. Fletcher who is going to come here personally.

Tomorrow we will have some officials from NASA, and we are looking forward to hearing from them. We might be in touch with you for some written answers to questions that Mrs. Robinson wanted to ask, and we didn't get to.

But, on behalf of the full committee I want to say we are very grateful for your excellent testimony this morning, and we now are in recess until 10 a.m. tomorrow morning in the same room.

[Whereupon, the subcommittee hearing was adjourned, to reconvene at 10 a.m., Thursday, March 14, 1974.]

NASA'S EQUAL OPPORTUNITY PROGRAM

THURSDAY, MARCH 14, 1974

HOUSE OF REPRESENTATIVES,
CIVIL RIGHTS AND CONSTITUTIONAL RIGHTS SUBCOMMITTEE
OF THE COMMITTEE ON THE JUDICIARY,
Washington, D.C.

The subcommittee met, pursuant to notices, at 10 a.m., in room 2237, Rayburn House Office Building, Hon. Don Edwards [chairman of the subcommittee] presiding.

Present: Representatives Edwards, Drinan, and McClory.

Also present: Alan A. Parker, counsel; Ruth O. Robinson, assistant counsel; and Michael W. Blommer, associate counsel.

Mr. EDWARDS. The subcommittee will come to order.

We are going to begin even though some of the other members of the subcommittee have been delayed because the hearing this morning might be rather lengthy and we would like to get as much information into the record as possible.

We are continuing this morning with oversight hearings relative to the equal opportunity program of NASA.

NASA's equal opportunity program was developed pursuant to Executive Order 11478, which is complemented by Title VII of the 1964 Civil Rights Act (Public Law 88-352). In the Executive Order, President Nixon stated:

Additional steps, however are called for in order to strengthen and assure fully equal employment in the Federal Government.

Further—

This policy of equal opportunity applies to and must be an integral part of every aspect of personnel policy and practice in the employment, development, advancement, and treatment of civilian employees of the Federal Government . . . The head of each Executive department and agency shall establish and maintain an affirmative program of equal employment opportunity for all civilian employees and applicants for employment within his jurisdiction.

Yesterday, we received some disturbing testimony from the representatives of five nationally recognized civil rights organizations. Their individual testimony graphically delineated the need for continued and vigorous oversight in the civil rights area. We are honored this morning with having a group of officials from NASA, and I believe on my right we have Mr. Willis H. Shapley, Associate Deputy Administrator, National Aeronautics and Space Administration. Next to him—Mr. Johnson is General Counsel.

Next to Mr. Shapley we have Mr. Bernard Moritz, Deputy Associate Administrator for Organization and Management; is that correct?

Next to Mr. Moritz, we have Dr. Dudley McConnell, Assistant Administrator for Equal Opportunity Programs.

Would you, Dr. McConnell introduce the gentleman?

Dr. McCONNELL. Thank you very much. On my right is Ms. Benita Sidwell who is Assistant Director of Personnel at the Goddard Space Flight Center, then Dr. John Clark, who is Director of the Goddard Space Flight Center, and Jim Mundy, EEO Officer at the Goddard Space Flight Center.

Mr. EDWARDS. Welcome. The committee welcomes you all.

Mr. Shapley, would you proceed with your testimony?

TESTIMONY OF WILLIS H. SHAPLEY, ASSOCIATE DEPUTY ADMINISTRATOR, NASA, ACCOMPANIED BY R. T. JOHNSON, GENERAL COUNSEL; BERNARD MORITZ, DEPUTY ASSOCIATE ADMINISTRATOR, ORGANIZATION AND MANAGEMENT; BENITA SIDWELL, ASSISTANT DIRECTOR OF PERSONNEL; DR. JOHN CLARK, DIRECTOR; DR. DUDLEY McCONNELL, ASSISTANT ADMINISTRATOR, EQUAL OPPORTUNITY PROGRAMS; AND JIM MUNDY, EEO OFFICER, GODDARD SPACE FLIGHT CENTER

Mr. SHAPLEY. Thank you very much, Mr. Chairman.

I have a very brief statement of which copies are available to the committee and others present which I believe will be helpful in placing in perspective the statements of the other witnesses, and which will also give me opportunity to express top management's commitment to the goal of assuring equal opportunity in all aspects of our programs and commitments to the implementation of effective equal opportunity programs both internally and with contractors in our areas of responsibility.

Our principal witness today is Dr. Dudley McConnell, our Assistant Administrator for Equal Opportunity Programs, who will discuss in detail our current equal opportunity programs.

I would suggest, Mr. Chairman, it might be most appropriate for the flow of testimony if his statement followed mine.

We also have Mr. Bernard Moritz, our Deputy Associate Administrator for Organization and Management, who will comment briefly on the evolution of EEO activities within NASA.

Also Dr. John Clark, the Director of NASA's Goddard Space Flight Center in Greenbelt, Md., who will discuss EEO activities at the Center as the committee has requested.

The other NASA employees the subcommittee requested to appear are here I believe as requested in your letter of February 28, 1974.

Since this is, I believe, the first time NASA has appeared before the subcommittee of the Committee on the Judiciary, let me say a very few words on what NASA is and what NASA does.

NASA is the agency responsible for the Nation's nonmilitary activities in space and aeronautics. At the present time, some of our principal activities are: development of the space shuttle—a reusable vehicle combining features of rockets and airplanes—to provide an economical means for working in space on a routine basis; developing and operating experimental satellites for practical applications, of which the ERTS satellites developed at the Goddard Space Flight Center to survey and monitor resources on earth and improved weather satellites are examples; launching a wide variety of scientific satellites, including probes to explore the planets of the solar system; and

aeronautical research and technology for improved, more economical, and environmentally acceptable aircraft.

NASA does its work through 10 major field centers around the country and through universities and industrial contractors throughout the United States. The 10 NASA centers, with the Headquarters in Washington, comprise about 25,000 civil service employees. At the centers, the civil service staff is supported by an approximately equal, in total, number of support contractor personnel. As Dr. McConnell will explain, NASA's EEO responsibilities extend to all civil service personnel, of course, under the Executive order, and to personnel of NASA contractors located at or near NASA centers. EEO responsibility for other NASA contractors is assigned by the Office of Federal Contract Compliance (OFCC) to other Government agencies on an industry basis.

Now, Mr. Chairman, let me address NASA's situation in Equal Employment Opportunity. During the past few months we have responded to many questions on EEO matters from our legislative oversight committees in the House and Senate, to other committees—including your Subcommittee, Mr. Chairman—and from many individual Members of Congress. We have testified on EEO matters at length before the Senate Committee on Aeronautical and Space Sciences on two occasions and before the HUD-Space Science Subcommittee of the Committee on Appropriations in the Senate. Our statements before these committees are matters of public record. We have answered as completely as we can the detailed questions this subcommittee has submitted to us. I will, therefore, summarize the situation as we see it briefly.

Mr. Chairman, NASA has earned and takes a great pride in its reputation of being an organization that accepts difficult challenges and gets things done. We have met the challenge of landing men on the moon, we have sent spacecraft to Jupiter and beyond, and have just completed a very successful mission with Skylab. We are making great scientific discoveries, have advanced the Nation's technology, and have shown how to use what we have learned in space for the benefit of people on earth.

In retrospect, however, we realize that while we are building our organization in the 1960's we were growing and concentrating on the technical challenges of the 1960's, NASA should have done much more to attract minorities and women into its work forces. Thus, as we moved into the 1970's we faced a new challenge—the challenge of catching up in a most important area of human need.

This challenge has proved to be very difficult, for two reasons: the sharp reduction in our work force during the period 1969 and the fact that our workers, a large component of our work force is highly technical in nature.

Let me explain. Our work force has decreased by nearly one-third since the peak of the Apollo program. We have had reductions across the board of over 1,500 people in each of the last 4 years. This means we have been able to hire only a very few people in recent years. And when you cannot bring in new people, it is impossible to make significant changes in the percentage of any group, the minority groups, women as a group, within the work force. Even though the hiring we did do last year was at more than three times the percentage of

minorities now in NASA, the total numbers we could hire were so small that the overall effect was only a small increase in the percentage of minorities within NASA.

About 47 percent of our people are scientists and engineers. Of these, 3.4 percent are minorities, compared to a nationwide percentage of minorities in this category of 3.5 percent—not a significant difference. But when we try to hire minorities or women scientists and engineers we find that they are already in high demand. For example, in 1972, only 579 minorities and 519 women were graduated in engineering; their average starting salaries were \$1,200 to \$1,700 more than we were then allowed to offer. On that point I should say just now the Civil Service Commission is taking actions that will permit us and other agencies to make better offers to scientists and engineers entering the Federal service with bachelors degrees. We certainly hope this will help us in the coming year.

In spite of these difficulties, and I am presenting these as difficulties, not as excuses, we have made and reported to Congress specific commitments to make significant improvements in the coming year. Our work force is now stabilizing for the first time in several years, and we will be able to hire a fair number of new people. To meet the challenge:

1. We have established difficult, but we believe attainable, goals and timetables. Dr. McConnell will cover these in his statement.

2. We will specifically hold our managers accountable for meeting these goals and timetables.

The second point is particularly important. The reason we have done so well in our space program is that our managers have been directly responsible and accountable for the achievement of predetermined results. We are now applying the same techniques in the EEO programs: Line management in Headquarters and at the field centers know what their EEO goals and objectives are; they will periodically report against these goals; and their overall performance as managers will be measured not only by their technical achievements in aeronautics and space but also by their accomplishments in meeting their EEO goals and objectives.

I might mention, Mr. Chairman, as a part of this pattern we will be checking more closely from headquarters in the future on what and how the field centers are doing in institutional management matters generally, of which EEO is an important component.

On March 5 we announced a reorganization which goes into effect formally tomorrow under which the directors of each of our field centers, Dr. Clark for Goddard and Dr. Kraft for the Johnson Space Flight Center, for example, will report directly to a single, a new single official in NASA Headquarters who will be responsible for oversight and supervision of all activities at the centers. This organizational change will provide, we think, a much stronger channel of control of activities of the field centers from NASA Headquarters and among the important byproducts of this, I think will be a strengthening of our handling and centralized supervision of EEO operations at each of the centers.

The methods which we have undertaken, the goals and timetables, and accountability—will undoubtedly help us make some improvements in our situation in the short run. But we are also addressing the longer range problem of increasing the availability of minorities and

women in engineering and scientific fields. This is done through cooperative education programs, research fellowships, and other efforts. Dr. McConnell will describe these and other short and long-range initiatives in his statement.

Mr. Chairman, all of NASA's management recognize that NASA must do better in EEO. We are proud of our accomplishments in aeronautics and space and we want to make a record in EEO of which we can be equally proud. The affirmative actions we are taking are designed to make NASA an agency in which the creativity and capabilities of all persons without regard to race or sex are utilized to the fullest in achieving our Nation's goals in aeronautics and space.

I assure you, Mr. Chairman, that NASA's management from Dr. Fletcher and Dr. Low, down view the challenge of our EEO goals with the same determination and commitment as we view our technical goals. Mr. Chairman, this concludes my statement.

[The prepared statement of Willis H. Shapley follows:]

STATEMENT OF WILLIS H. SHAPLEY, ASSOCIATE DEPUTY ADMINISTRATOR, NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Mr. Chairman and Members of the Subcommittee: I am pleased to appear before you today to express NASA top management's commitment to the goal of assuring equal opportunity in all aspects of our programs and to the implementation of effective opportunity programs both internally and with contractors in our areas of responsibility.

Dr. Dudley McConnell, our Assistant Administrator for Equal Opportunity Programs, will discuss our current programs in detail. Mr. Bernard Moritz, Deputy Associate Administrator for Organization and Management, will comment briefly on the evolution of EEO activities within NASA. Dr. John Clark, Director of NASA's Goddard Space Flight Center in Greenbelt, Maryland, will discuss EEO activities at his Center. The other NASA employees the Subcommittee requested to appear are here, I believe, to testify as requested in the Chairman's letter of February 28, 1974.

Since this is, I believe, the first time NASA has appeared before the Subcommittee of the Committee on the Judiciary, let me say a very few words on what NASA is and what NASA does.

NASA is the agency responsible for the nation's non-military activities in space and aeronautics. At the present time, some of our principal activities are: development of the space shuttle—a reusable vehicle combining features of rockets and airplanes—to provide an economical means for working in space on a routine basis; developing and operating experimental satellites for practical applications, of which the ERTS satellites to survey and monitor resources on earth and improved weather satellites are examples; launching of a wide variety of scientific satellites, including probes to explore the planets of the solar system; and aeronautical research and technology for improved, more economical, and environmentally acceptable aircraft.

NASA does its work through ten major field centers around the country and through universities and industrial contractors throughout the United States. The ten NASA centers, with the Headquarters in Washington, comprise about 25,000 civil service employees. At the centers, the civil service staff is supported by an approximately equal, in total, number of support contractor personnel. As Dr. McConnell will explain, NASA's EEO responsibilities extend to all NASA civil service personnel, of course, and to personnel of NASA contractors located at or near NASA centers. EEO responsibility for other NASA contractors is assigned by the Office of Federal Contract Compliance (OFCC) to other government agencies on an industry basis.

Now let me address NASA's situation in Equal Employment Opportunity. During the past few months we have responded to many questions on EEO matters from our legislative oversight committees in the House and Senate, other committees—including your Subcommittee, Mr. Chairman—and from individual members of Congress. We have testified on EEO matters before the Senate Committee on Aeronautical and Space Sciences on two occasions and before the HUD-Space-Science Subcommittee of the Committee on Appropriations of the Senate. Our statements before these Committees are matters of public record.

We have answered as completely as we can the detailed questions this Subcommittee has submitted to us. I will, therefore, summarize the situation as we see it very briefly.

Mr. Chairman, NASA has earned and takes great pride in its reputation of being an organization that accepts difficult challenges and gets things done. We have met the challenge of landing men on the moon, we have sent a spacecraft to Jupiter and beyond, and have just completed a very successful mission with Skylab. We have made great scientific discoveries, have advanced the nation's technology, and have shown how to use what we have learned in space for the benefit of people on earth.

In retrospect, however, we realize that while we are building our organization, while we were growing and concentrating on the technical challenges of the 1960's, NASA should have done much more to attract minorities and women. Thus, as we moved into the 1970's we faced a new challenge—the challenge of catching up in a most important area of human need.

This challenge has proved to be very difficult, for two reasons: our declining work force, and our highly technical work force. Let me explain.

Our work force has decreased by nearly one-third since the peak of the Apollo program. This means we have been able to hire only very few people in recent years. And when you cannot bring in many new people, it is impossible to make significant changes in the percentage of any group within the work force. Even though the hiring we did do last year was at more than three times the percentage of minorities now in NASA, the total numbers we could hire were so small that the overall effect was only a small increase in the percentage of minorities within NASA.

About forty-seven percent of our people are scientists and engineers. Of these, 3.4 percent are minorities, compared to a nation-wide percentage of minorities in this category of 3.5 percent—not a significant difference. But when we try to hire minorities or women scientists and engineers we find that they are already in high demand. For example, in 1972, only 579 minorities and 519 women were graduated in engineering; their average starting salaries were \$1,200 to \$1,700 more than we were then allowed to offer. Just now, the Civil Service Commission is taking actions that will permit us to make better offers to scientists and engineers.

In spite of these difficulties, we have made and reported to Congress specific commitments to make significant improvements in the coming year. Our work force is now stabilizing for the first time in several years, and we will be able to hire a fair number of new people. To meet the challenge:

(1) We have established difficult, but we believe attainable, goals and timetables. Dr. McConnell will cover these in his statement.

(2) We will hold our managers accountable for meeting these goals and timetables.

The second point is particularly important. The reason we have done so well in our space program is that our managers have been directly responsible and accountable for the achievement of predetermined results. We are now applying the same techniques in the EEO programs: Line management in Headquarters and at the field centers know what their EEO goals and objectives are; they will periodically report against these goals; and their overall performance as managers will be measured not only by their achievements in aeronautics and space, but also by their accomplishments in meeting their EEO goals and objectives.

These methods—goals and timetables, and accountability—will undoubtedly help us make some improvements in our situation in the short run. But we are also addressing the longer range problem of increasing the availability of minorities and women in engineering and scientific fields. This is done through cooperative and scientific fields. This is done through cooperative education programs, research fellowships and other efforts. Dr. McConnell will describe these and other short- and long-range initiatives in his statement.

Mr. Chairman, all of NASA's management recognize that NASA must do better in EEO. We are proud of our accomplishments in aeronautics and space and we want to make a record in EEO of which we can be equally proud. The affirmative actions we are taking are designed to make NASA an agency in which the creativity and capabilities of all persons without regard to race or sex are utilized to the fullest in achieving our nation's goals in aeronautics and space.

I assure you that NASA's management from Dr. Fletcher and Dr. Low down view the challenge of our EEO goals with the same determination and commit-

ment as we view our technical goals. Mr. Chairman, this concludes my statement.

Mr. EDWARDS. Thank you very much, Mr. Shapley.

I see that we first invited Mr. Fletcher to testify, who is Administrator of NASA, on March 7. Mr. Fletcher wrote us on March 7 in response to my letter of February 28, and Mr. Fletcher said that he would be unable to appear because—before the committee due to an out-of-town commitment and would like to have Mr. Shapley appear and testify in his place.

I wrote back to Mr. Fletcher on March 7 and suggested that we, the committee, would still want to have Mr. Fletcher and that Mr. Shapley would not be appropriate. Therefore, though you are very welcome today, Mr. Shapley, I think it ought to be made a part of the record that we did not know you were coming, and that I had asked to have Mr. Fletcher testify, that he has apparently refused to testify.

Mr. SHAPLEY. No, sir, Mr. Chairman, I believe the situation is that as requested in your letter; we have now to work out a mutually convenient date for Dr. Fletcher to appear.

Mr. EDWARDS. In other words, he will accept our invitation further down the road, is that correct?

Mr. SHAPLEY. Certainly.

Mr. EDWARDS. Our next witness, I believe, will be Dr. Dudley McConnell, Assistant Administrator for Equal Opportunity Programs. Dr. McConnell.

Dr. McCONNELL. Thank you, Mr. Chairman.

Mr. Chairman and members of the subcommittee, I am pleased to have this opportunity to discuss NASA's equal opportunity program with you this morning. By way of introduction, my position is that of Assistant Administrator for Equal Opportunity Programs in NASA. As such, I am the senior NASA official regarding EEO policy and programs. I report directly to the Administrator. The position which I hold was created at the time of my appointment, April 16, 1973. Thus, I have been directing this program just under a year. The creation of my position was part of a reorganization which raised the organizational placement of EEO programs within NASA.

The goals of the NASA equal opportunity program are:

1. The removal of discrimination in fact and appearance; and,
2. The implementation of affirmative action programs to insure the broadest possible participation of women and members of minority groups in NASA programs.

These goals apply to the two principal Equal Employment Opportunity (EEO) functions within NASA:

1. The internal EEO program for NASA's civil service employees; and
2. The contract compliance program for NASA's contractor employees.

Before discussing these programs in detail, I would like to mention very briefly two closely related programs which contribute to the opportunities NASA affords minority communities: NASA's minority business enterprise program and NASA's research programs at predominantly minority colleges.

Considerable achievements are being made in the NASA minority business enterprise program. During fiscal year 1973 NASA awarded \$8.5 million in contracts set aside for minority enterprises. This represents 3.9 percent of the total of such awards by all Government agencies. In fiscal year 1972 the comparable percentage was 2.1 percent. Since the initial contract awarded in June 1970, NASA has channeled a total of \$13.2 million to minority firms as follows:

Fiscal year:	Contract actions	Value
1970.....	3	\$76, 909
1971.....	41	1, 399, 530
1972.....	68	3, 222, 050
1973.....	105	8, 514, 542
Total.....	217	13, 213, 031

NASA's stated goal for fiscal year 1974 is to award \$11 million in contracts set aside for minority firms.

Attached as exhibit I is a comparative analysis of minority contracts by civilian agencies of the Federal Government for the period fiscal year 1969 through 1973. It indicates that among 25 such agencies, NASA ranks fifth in total dollars awarded. My office has worked and continues to work very closely with the Minority Business Office.

Again in close coordination with my office, the NASA Office of University Affairs has greatly increased its research grants to predominantly minority colleges and universities. In the interest of time I will proceed directly to the formal EEO program and begin with the contract compliance program.

Since 1970 NASA has had responsibility for the EEO compliance of NASA contractors operating on or near NASA centers. Unlike some other agencies, NASA does not have industry-wide compliance responsibilities.

The organization of NASA's compliance program reflects the nature of its compliance responsibility. There is a contract compliance group on the EEO staff at each installation to conduct the compliance operation for those contractors on or near the installation. The only exceptions are Flight Research Center, where the contractors are monitored by the compliance staff at Ames Research Center, and NASA headquarters where these contractors are monitored by the compliance staff at the Goddard Space Flight Center.

NASA currently has responsibility for 260 contractors employing some 45,219 employees as of December 31, 1973. The agency compliance staff numbers 22 professional positions—including the Compliance Division of the Office of Equal Opportunity Programs, OEOP. Data recently published by the Department of Labor show that NASA expends the most hour-per-contractor employee of any compliance agency. NASA also expends the most staff time per contractor review. This is partly due to the local nature of NASA's compliance responsibility but nevertheless indicates a desire to do thorough, effective compliance reviews—the heart of the compliance function.

How well has NASA performed this function to assure participation of minorities and women in the contractor work force?

Uniform and consistent statistics on the contractor work force have been gathered since 1971. This data is summarized in exhibit II. There has been continuous increase in the number of minorities employed even though the overall work force has decreased. Minority employment went from 11.8 percent to 15 percent of the total, a net increase of 763 positions, while the total number of jobs decreased over 6,000. There have been notable increases in minority percentages among officials and managers, 3.4 percent to 5.4 percent; professionals, 5.9 percent to 8.1 percent; technicians, 10.2 percent to 15.5 percent; and other white-collar jobs.

The proportion of female employment increased from 15.7 percent to 19 percent, a net increase of 560 jobs, despite the overall decrease of 6,000 jobs. Here, too, there were noteworthy increases among officials and managers, 2.1 percent to 3.9 percent; professionals, 5.5 percent to 8.4 percent; technicians, 8.5 percent to 11.6 percent, and other white collar jobs.

The only percentage decreases took place among unskilled laborers for women and service workers for minorities. These are the two lowest labor categories and, in all candor, we have concentrated our efforts to increase the participation of women and minorities in the higher labor categories.

These aggregate statistics show appreciable progress but how do we judge the performance of an individual contractor?

Key to this judgment are the numerical goals and time tables which the contractor develops and includes in his affirmative action plan.

Governmentwide policy on the interpretation and implementation of numerical goals was outlined in a policy statement by Robert Hampton, Chairman, U.S. Civil Service Commission; Stanley Pottinger, Assistant Attorney General; William Brown, Chairman, Equal Employment Opportunity Commission; and Philip Davis, then Acting Director, OFCC. They stated that a goal is a numerical objective fixed realistically in terms of the number of vacancies expected, and the number of qualified applicants available in the relevant job market.

To achieve aggressive goals, we encourage contractors to:

1. Conduct extensive recruitment drives including the use of recruitment consultants and advertising in media oriented toward women and minority groups.
2. Offer fully competitive salaries needed to attract necessary qualified persons.
3. Use the full amount of flexibility within company hiring and retention policies.

Thus, the determination of an individual contractor's compliance is based on a judgment of his good faith efforts. The compliance staff reviews the aggressiveness of the goals in terms of the projected hiring and turnover rates, progression patterns, and so forth. Then there is a judgment of how hard the contractor works to achieve the goals.

In NASA, the compliance staff on site at each field installation continually monitors the contractor at that installation to assure their compliance. NASA practice is to review each contractor at least twice a year to see that the contractor is living up to the commitments he has made. This continual surveillance is possible because of the local nature of NASA's compliance responsibility. This practice of continual surveillance is, as far as I know, unique in Government.

To summarize, the field compliance staff monitors the contractors at their installation.

The contract compliance staff of my office provides expert training, guidance, direction, and coordination to the field staffs. For example, the field staffs attended a 4-day training seminar here in Washington this past fall. The purpose was to bring the staff up to date on recent Office of Federal Contract Compliance (OFCC) regulations, interpretations and data requirements. Department of Labor—OFCC and the Women's Bureau—personnel presented sessions on conducting comprehensive compliance reviews. A resource person from the Equal Employment Opportunities Commission (EEOC) presented a session on the investigation of discrimination complaints.

The Department of Labor has recently issued revised data requirements and procedures for conducting compliance reviews. Therefore, it will be necessary to conduct a followup training seminar for field compliance staffs—probably at one of NASA's centrally located installations.

In addition to training, the compliance division of my office issues day-to-day guidance and direction to the field. For instance, final determinations of compliance are made in the OEP compliance division after review of the onsite reviews and data assessments done locally. Thus, the compliance staff of my office is ultimately responsible for NASA's compliance progress.

The year 1974 will see the implementation of a special affirmative action hiring plan for shuttle construction of facilities at the Kennedy Space Center. Our aim is to assure the utilization of minority employees on the construction work force. To that end, hiring goals have been included in the bid conditions and contractors wishing to participate in the project will have to accept those goals. The goals so far developed apply to the earthmoving portion of the construction. Our task this year will be develop goals for the remaining more complex portions of the project.

This goal development project is being conducted by Mr. Guy Arnett, the most experienced compliance officer in NASA. Mr. Arnett has been in the compliance program since 1963.

In addition to all of the responsibilities mentioned above, all appointments to the field EEO staffs, including the compliance staffs, must have the concurrence of my office. This summarizes the NASA compliance program. Now to the internal EEO program for civil servants.

NASA currently has the lowest percentage of minorities of all Government agencies. The incidence of women in professional categories is also much lower than the rest of the Federal Government. While it is true that the NASA work force is quite different from the rest of the Government; and while it is also true that NASA has been in a reduction mode since 1967—having decreased our employment from over 34,000 to under 26,000—it is nevertheless true that NASA should be well ahead of its current position. Let me repeat, NASA must urgently move forward to meet the challenge which NASA faces. This challenge has been outlined by Mr. Shapley in his statement, but I would just add one or two points.

Engineers and scientists make up about 47 percent of the NASA work force compared to about 15 percent governmentwide, blue collar

trades compose about 6 percent of NASA's work force compared to 36 percent governmentwide. It should be noted that across the Nation about 31½ percent of engineers and scientists are minority and within NASA that percentage is about 3.4 percent. Across the Nation about 3.4 percent of the engineers and scientists are women and in NASA that percentage is about 2½ percent. In both cases NASA is close to the national average, but we should still do more, much more. Certainly all of our positions are not technical positions and we must move ahead in the nontechnical areas also.

As we review the historical picture we see that NASA missed golden opportunities to broaden its work force during the period of its growth during the early 1960's. Since 1967, however, when affirmative action became Government policy, NASA has been in almost a continuing reduction of force mode. Over the last 2 years NASA has made some small progress even in spite of this reducing mode. It is nevertheless obvious that NASA urgently needs a greater rate of progress. Comparisons between NASA and the other agencies should not be seen as obstacles but rather as challenges. The differences point out the direction in which we should move and challenges should become the objectives of the EEO program.

As I have said, the statistics mentioned above represent an accumulation of past practices—most of which occurred before I became head of the EEO office. It is the role of the EEO program now to help change those statistics.

I would like now to discuss some of our current EEO programs and our future plans.

Out of a sense of urgency that NASA must drastically speed up its EEO progress, we have elevated our EEO program to the top level of management objectives in NASA's management system. This means that progress toward our equal opportunity goals is now receiving the same close and continuing attention of NASA top management and the entire NASA management structure as NASA's major technical objectives.

Specific milestones for calendar year 1974 are:

1. To achieve at least 6.1 percent minority employment.
2. To place at least 80 minorities in professional positions.
3. To place at least 80 women in professional positions.
4. To present a technology transfer seminar to minority businesses.
5. To prepare affirmative action hiring goals for shuttle construction of facilities in fiscal year 1975 and beyond.

The achievement of these minority and female hiring goals will call for 20 percent each of expected professional and nonprofessional placements to be minorities and 20 percent of professional placements to be women. This should be compared with NASA's hiring performance in fiscal year 1973 when 7 percent of the professional hires were minority and 10 percent of the professional hires were women. Thus the goals for calendar year 1974 will require dramatically increased efforts all across NASA. I will come back to this point when I discuss NASA's recruitment programs.

NASA's aim in presenting the technology transfer seminar is as follows: We in NASA have had a technology transfer program for about 10 years to help space technology to find useful applications in the national economy. There is, however, a need to devote more at-

tention in the program toward minority businesses. Thus we have developed an arrangement with the Office of Minority Business Enterprise (OMBE) of the Department of Commerce. Under this arrangement, NASA—and hopefully other Government agencies—will display technology developed in various mission programs, and present various methods such as patent waivers, licenses, and so forth by which business persons can gain access to that technology. OMBE will then explain its resources for assisting in financing, market studies, and other product development areas. Our joint aim is to assist minority businesses to make the transition from providing services to manufacturing marketable products.

Now let us discuss some of the programs NASA is conducting to assist in achieving the milestones.

The office of personnel has developed and is implementing an agencywide recruitment program specifically aimed at identification and recruitment of minority and female candidates for professional positions in NASA. A full-time staff in headquarters will coordinate this effort. Six field centers have recruiting responsibilities. Teams of recruiters, including minority and female employees, will be involved in contacting potential candidates, counseling them in Government hiring procedures, assisting them to take the steps necessary to establish eligibility, and, of course, selling the candidates on joining NASA.

The co-op program is not formally an EEO program but we see the program as helping to increase the flow of minorities and women into technical fields where there is a current scarcity. Co-ops alternate semesters at school or at work at a NASA installation. NASA has sought to increase minority and female participation in the program. Our enrollment statistics have been as follows:

Mr. Chairman, the table shows that there has been an increase of minorities over the last 2 years from about 12 percent to about 24 percent, and an increase of women from about 9 percent to close to 17 percent.

Mr. EDWARDS. This is a very important program. This allows minorities to be trained; is that correct?

Dr. McCONNELL. Mr. Chairman, under this program, students, some of whom are minorities, who are pursuing a course of study at a university, alternate studying with working at NASA installations.

The overall size of the program is increasing from 719 in fiscal year 1973 to 950, projected for fiscal year 1975.

Mr. EDWARDS. About 514 are white male?

Dr. McCONNELL. That is probably correct, Mr. Chairman. I don't have the exact number.

I want to point out that in relation to the 579 engineering students graduated in June 1972 it indicates that NASA does make an appreciable contribution to the flow into scientific and technical fields.

To return to my statement. The upper mobility program. NASA has received Civil Service Commission approval of three upward mobility programs which will allow persons to go into jobs with greater career potential. All of our installations will have these programs during 1974.

Mr. EDWARDS. Dr. McConnell, the committee is very much interested in your co-op enrollment. That is a good way of bringing education and

training to minorities in a particular area, and we have your figures, but even so for 1974 you have a program of 64 percent white males.

Dr. McCONNELL. That's right.

Mr. EDWARDS. Are you satisfied with that?

Dr. McCONNELL. No, Mr. Chairman; I am not.

One of the projects we have underway that we have not completed is the development of goals for increasing the minority complement in the program. In order to meet NASA's long-range goals and timetables for hiring minorities and women we have viewed the co-op program as an internal program for meeting these goals. That is, NASA must have some means within its own control to achieve our long-range recruitment and hiring.

As it is now, the hiring we will be doing will be as a result of recruitment at universities. I see the co-op program as a means within our control that we can use to achieve our long-range goals. So even though it is not solely an EEO program, it can contribute greatly to our EEO effort.

I am not satisfied with the figure of 17 percent of female participation.

Mr. EDWARDS. Well, it is a good point to make.

In the early part of your testimony you pointed out how difficult it is to recruit and when you have money to train them throughout the universities and colleges—

Dr. McCONNELL. Mr. Chairman, I fully agree that the participation in the NASA cooperative program is not what I think it should be. There should be greater emphasis.

Mr. McCLORY. May the gentleman yield?

Mr. EDWARDS. Yes.

Mr. McCLORY. You mentioned that there are 200, and some include 579 minorities as a part in the cooperative program.

The minorities who graduated last year in one of the scientific disciplines were 200.

Are they part of the group that is going to graduate?

Dr. McCONNELL. No. In relationship to—

Mr. McCLORY. But some of these do graduate?

Dr. McCONNELL. Yes. About one-fifth of the total co-op enrollment graduates each year; this is due to the fact that some schools are on a semester basis while others are on a quarter basis.

Mr. McCLORY. Do you have a recruiting program to get the minorities into the cooperative program?

Dr. McCONNELL. Yes. NASA conducts a special effort to recruit minority and women co-ops. There is a co-op coordinator at each installation and there are people assigned in the EEO offices to assist in the recruitment.

Mr. McCLORY. Do you have any statistics to indicate the number of applicants in relation to the number who are accepted?

Dr. McCONNELL. I can answer that for the record, Congressman McClory.

[The information follows:]

RATIO OF COOP APPLICANTS TO THOSE WHO ARE ACCEPTED

The Coop Program is a highly decentralized educational/work experience program administered nation-wide, between participating universities/colleges and the potential employers (including the Federal Government) of college

graduates. Based on its decentralized nature and variety of positions filled, we are not in a position to be aware of the total number of applicants who apply or the number that are accepted. A brief description of the process may assist you in understanding specifically why this is true.

Typically, a college student applies for admission to the cooperative (coop) education program through their school's coop office. The student does not apply to prospective employers. Admission to the program is contingent upon a student's financial need and academic achievement, and participation is controlled by the cognizant college dean and the school's coop coordinator. The coop coordinator is the interface with the employers, and it is he who provides qualified candidates for the employer's consideration.

Mr. McCLORY. You probably have a much higher percentage who apply and do not enter.

Dr. McCONNELL. We encourage all applicants in many schools as much as possible to participate. The specific requirements are set by the universities because the co-op program is an academic one with academic requirements.

Mr. McCLORY. Are you offering special encouragement to try to encourage more of the minorities to get involved in this program?

Dr. McCONNELL. Yes; we specifically recruit. For example, the 16-point coordinator made trips to New Mexico Highlands, the University of New Mexico, and the University of Texas at El Paso to recruit Spanish-speaking students. We do not offer monetary inducements, but we do try to encourage minority participation.

Mr. McCLORY. We made particular efforts to try to bring minorities into this program. The white males tend to take care of themselves.

Dr. McCONNELL. Yes.

Mr. McCLORY. Well, in bringing the minorities into the program and the women—

Dr. McCONNELL. Precisely.

Mr. McCLORY [continuing]. And you have such a program?

Dr. McCONNELL. Yes. There is a program.

Mr. EDWARDS. Do these people get hired by NASA?

Dr. McCONNELL. Yes, Mr. Chairman. We try to recruit as many of our co-ops as we can. In general, it has been very limited over the last 2 or 3 years. In fiscal year 1972 we averaged 17 percent in hiring our co-op graduates.

Mr. EDWARDS. What percentage of the 17 percent would that be?

Dr. McCONNELL. Mr. Chairman, I would have to supply that information.

[The information follows:]

During the period of Fiscal Year 1971 through 1973, we hired 26% (133) of our graduating Co-ops (512). Of the 133 Co-ops hired 23% were minorities or women. In FY 1972, the Agency's lowest hiring year in history, we hired 17% (31) of our graduating Co-ops of which 3% (1) were minorities. Considering the phasing of the Co-op graduations and our difficult hiring position this result is not unexpected.

Mr. DRINAN. We are hearing this because of the dismissal of Ms. Harris. You said in October last that her dismissal was based on differences of opinion on NASA's equal opportunities and methodology. I know we might hear testimony.

Would you elaborate on the priorities that apparently she felt were being neglected?

Mr. EDWARDS. This matter is in court. We will ask Mr. Johnson.

Counsel?

Mr. JOHNSON. The case of Ms. Harris is now in a formal proceeding before NASA. Therefore, it is not appropriate for representatives of NASA to talk in detail about the details and circumstances of the termination of her appointment. However, this particular question does not go into the circumstances of her dismissal, and hence may be answered.

Mr. DRINAN. Tell me what other people say what you are doing with other methodologies.

Dr. McCONNELL. Congressman Drinan, that is a very interesting question. I met and corresponded and talked with several well-known civil rights and social action groups and indeed, just recently I met with the Montgomery County Commission on Human Relations. I said if there are operational programs and practices and procedures that we are not pursuing and should be pursuing, please let us know what they are. We are willing to try anything that is conscientiously recommended. I have received no responses of any kind. I have said that if the problems are operational, let us sit down and talk about it. Indeed, I had very long meetings with the Leadership Council on Civil Rights and the National Organization for Women. We talked about the various operational programs and our goals and timetables for recruitment. Mr. Drinan, we asked that very question you asked and I have not received any response to it. Congressman Drinan, we have made progressive steps, and there will be more. But we have not received any constructive input from these groups though we have asked.

Mr. DRINAN. Concerning the 40- or 50-page report, do you have any reaction to that?

Dr. McCONNELL. I think the 40- or 50-page report reflects the view of the authors and their experiences in conducting the NASA program at that time. I think the report accurately reflects that.

Mr. DRINAN. It is accurate?

Dr. McCONNELL. I would say that it reflects their opinions.

Mr. DRINAN. You make out a very good case here and one reading this would say they are doing the best they can. The report seeks answers, and how do you react to the recommendations?

Dr. McCONNELL. Not specifically, Congressman.

Mr. DRINAN. Generally?

Dr. McCONNELL. Yes; I can answer generally.

Mr. DRINAN. Why not specifically? Just give us a specific.

Dr. McCONNELL. There were four recommendations as I recall in that report. One said that the EEO program should be exempt from all budget and personnel restriction. Well, every program manager would like that kind of freedom but I do not think that is realistic. And I do not think it good judgment to suggest such a course seriously.

We certainly feel the need for additional budget and personnel. As we have identified those needs we have gone to the Administrator with specific, well-thought-out requests. We have not gotten everything we have asked for, but we have gotten most of it. I think every program at NASA is in the same position.

Mr. DRINAN. That is one specific recommendation.

Mr. McCONNELL. A further recommendation is that there is a review of all EEO officers and personnel in the program.

As a program manager, I am continually reviewing the qualifications and performance of the EEO people.

Mr. DRINAN. That meant a special effort.

Dr. McCONNELL. I believe you asked my opinion and I am saying that as a manager of EEO programs it is my opinion that the people in the program meet the requirements.

Mr. DRINAN. Go ahead, so I can understand.

Dr. McCONNELL. Another was that the total program be centralized as a headquarters operation.

In my opinion, the management of the program is a crucial issue. We must involve line managers, the people who do the hiring and promoting of NASA employees. The EEO offices are staff offices no matter where they report. It is crucial that line managers be involved and be held accountable for EEO progress.

We have taken very positive steps to involve line managers. For instance, line managers are being called upon to set specific goals and develop unit action plans for their organizations.

I feel the EEO program must be where the people are. There are 1,500 people in the headquarters and 24,000 people in the field. We must get managers intimately involved where the people are. When we have done that then we can see if further centralization is needed.

The last recommendation was that I be transferred to a new assignment. I certainly have not implemented that recommendation myself.

Mr. DRINAN. All right. Thank you very much.

Mr. EDWARDS. You are a physicist?

Dr. McCONNELL. Mr. Chairman, I am a mechanical engineer by professional training, but roughly since 1961 I have been active in civil rights and community rights efforts, and the Civil Service Commission takes full account of that. The qualifications for the 160 series gives credit for voluntary community work.

I would like to say, Mr. Chairman, that when approached with the assignment I did do considerable soul searching and I think it is a result of that that I did accept a change, a very drastic change in my work. I think I meet the qualifications for this job; it is demonstrated by my background and by my managerial ability in my work at NASA for 17 years.

Mr. EDWARDS. Is NASA sensitive to the fact that in all its sea of white male faces that there has never been for television viewers any indication that we are a multiracial society, that we have a rich mixture of races and kinds and that there are also many women in Russia which has women astronauts. The only females we put up in the air were two spiders and a monkey.

You recall the context of that time the President stated the objective was to land a man on the Moon within this century, and there was a great deal of technical work.

Are there some astronauts in training?

Dr. McCONNELL. There is a class of astronauts. The current number is about 40. There have been no astronaut selections since 1967.

I might add, in that regard, that NASA is taking affirmative steps to make sure that the next selection will include minorities and women. The space shuttle will be operational toward the end of the 1970's. Instead of just test pilots there will be scientific crew members on the Shuttle. Shuttle systems are being designed to accommodate women, and NASA will take affirmative steps to assume that minorities and women have equal opportunities to take part in the Shuttle program just as they do in other scientific work here on Earth.

I will say further that we are developing a program to assure that minorities and women will be in prime consideration for astronaut selection.

Mr. EDWARDS. But you say you have a class of 60 in existence during the Apollo program, and the number has dropped from 60?

Dr. McCONNELL. The exact number is 37.

Mr. EDWARDS. Are there any women in that?

Dr. McCONNELL. To my knowledge, no.

Mr. EDWARDS. Were efforts made?

Dr. McCONNELL. I defer to Mr. Shapley.

Mr. SHAPLEY. The last time astronauts were chosen was in 1966 and 1967. At that time we were in the Apollo program. As a result of the cutbacks in the space program since that time the number has been cut down. There has been a surplus of astronauts, so the question of selection has not arisen since that time.

We have taken the measures that Mr. McConnell referred to, to assure that both minorities and females are available as candidates for astronauts in the next selection.

Mr. EDWARDS. This has been conducted with the HEW and I just want to ask you simply, what can we do that will assist you. The civil rights problems are less visible and less abrasive elsewhere.

What can we do to strengthen civil rights of minorities or women?

Now, I just want your reaction as to what we, the committee, could do.

Dr. McCONNELL. I think there are a number of things. As I sit here I think there are some things which presently have adverse effects on women. I am stating my personal opinion, but as we consider veterans' preferences, we see there are conflicts. It is desirable to employ veterans and also desirable to hire women, but as we look at the history of the United States we see that women have not been in the military service in numbers as great as the men, and that as we go to employ people from registers we see that it is difficult to reach women. It is desirable to employ women, but veterans have a preference in the hiring practice and that has a strong effect. So I think we should do something about that.

Mr. EDWARDS. Coming back to recommendation No. 1, which you brought up again on budgetary restrictions, would you need substantial budgetary resources?

Dr. McCONNELL. Yes. NASA is under very severe restriction. We have undertaken several initiatives and we do not see any more new starts during the next 6 months to a year.

Mr. EDWARDS. Do you need more money or don't you?

Dr. McCONNELL. The answer is I need more money. That is precisely what I mean.

Mr. McCLORY. I think it is unlikely that this Congress is going to appropriate for NASA, but in view of the budget cuts you have experienced and the reduction in personnel, I think you have done a tremendous job in including minorities and women, and if we are talking about reallocating the funds for astronauts or letting contracts for the implementation for the space laboratory, the Skylab, but I think it would be very difficult for us to substitute in meeting your budgetary requirements.

Dr. McCONNELL. If I may comment on that, I can simply say to this committee that we will look into any suggestions and do anything we can do to improve equal employment opportunities at NASA.

Thank you, Mr. Chairman. I will just briefly review the remainder of my statement.

In the upward mobility program, we recruit people from deadend positions, and provide them with training so they may assume positions with career potential. We also have underway a program to identify men and women for special management development, education, and training, and indeed one program I am particularly happy about is the NASA aerospace fellowship program. NASA will fund the academic costs for minorities and women in colleges. This is a pilot program, and we are at this very moment working on arrangements with minority and women's colleges and universities in this regard.

Finally, in the graduate internship program, participants will conduct research at a NASA center and receive a master's degree after 2 years. They will be exposed to NASA and at the conclusion of their program will have an opportunity to choose a career with NASA.

In addition to these, we have taken specific steps to ventilate areas in NASA. We have broadened the composition of the various committees. The management development education panel, and the incentive awards boards which recognize ability, now have minorities and women as members.

We are forming a group of employee elected representatives to meet periodically and directly with the Administrator and I think here is a key point. We are involving management in monitoring EOP and implementing and reporting the results of those programs to top management.

May I just divert a moment to say that we have to get accountability on the shoulders of the people who do the hiring and the promoting. We have to get accountability by management and I think this is the major change taking place under the EOP program.

To further involve line managers in the program we are developing unit plans so that major elements within our research centers will be developing affirmative action programs. And finally to close, we have formed an Equal Opportunity Council to bring center management into the EEO function. We have a coordinating board and director.

Regarding our 16-point program, a full-time position for Spanish-speaking program coordinator has been established in my office and part-time positions established at the field centers. We have held training sessions for them with the Civil Service Commission.

Mr. EDWARDS. Have those people been appointed, the full-time Spanish speaking?

Dr. McCONNELL. The 16-point program coordinator was appointed recently and then transferred to the Department of the Interior. A rating panel has just recently met to select his successor.

Mr. BUTLER. You had six and now you have five?

Dr. McCONNELL. That's right. That is correct, Mr. Butler. It is not to the figure 16 that NASA coordinated the EOP program for.

Mr. EDWARDS. On page 20 you state that you have established a full-time women's position in your office?

Dr. McCONNELL. That's right.

Mr. EDWARDS. Who has that job?

Dr. McCONNELL. That job is being filled. We had 82 applicants, and the paper work has held us up but we expect to appoint someone shortly.

[The prepared statement of Dr. Dudley G. McConnell follows:]

STATEMENT OF DR. DUDLEY G. McCONNELL, ASSISTANT ADMINISTRATOR FOR EQUAL OPPORTUNITY PROGRAMS, NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Mr. Chairman and Members of the Subcommittee:

I am pleased to have this opportunity to discuss NASA's Equal Opportunity Program with you this morning.

The goals of the NASA Equal Opportunity Program are:

1. The removal of discrimination in fact and appearance; and
2. The implementation of affirmative action programs to ensure the broadest possible participation of women and members of minority groups in NASA programs.

These goals apply to the two principal Equal Employment Opportunity (EEO) functions within NASA:

1. The internal EEO program for NASA's civil service employees; and
2. The Contract Compliance Program for NASA's contractor employees.

Before discussing these programs in detail, I would like to mention very briefly two closely related programs which contribute to the opportunities NASA affords minority communities: NASA's Minority Business Enterprise Program and NASA's research programs at predominantly minority colleges.

THE MINORITY BUSINESS ENTERPRISE PROGRAM

Considerable achievements are being made in the NASA Minority Business Enterprise Program. During FY 1973 NASA awarded \$8.5 million in contracts set aside for minority enterprises. This represents 3.9 percent of the total of such awards by all Government agencies. In FY 1972 the comparable percentage was 2.1 percent. Since the initial contract awarded in June 1970, NASA has channeled a total of \$13.2 million to minority firms as follows:

Fiscal year:	Contract actions	Value
1970.....	3	\$76,909
1971.....	41	1,399,530
1972.....	68	3,222,050
1973.....	105	8,514,542
Total.....	217	13,213,031

NASA's stated goal for FY 1974 is to award \$11.0 million in contracts set aside for minority firms.

Attached as Exhibit 1 is a comparative analysis of minority contracts by civilian agencies of the Federal Government for the period FY 1969 through FY 1973. It indicates that among 25 such agencies, NASA ranks fifth in total dollars awarded. My office has worked and continues to work very closely with the Minority Business Office.

RESEARCH PROGRAMS AT PREDOMINANTLY MINORITY COLLEGES

Again in close coordination with my office, the NASA Office of University Affairs has greatly increased its research grants to predominantly minority colleges and universities. This will help to develop a pool of qualified candidates in research from which NASA can recruit. The dollars involved and the number of universities are as follows:

	Amount	Universities
Fiscal year:		
1969	\$358,000	7
1970	649,000	15
1971	829,000	17
1972	897,000	20
1973	1,378,000	25
1974 (estimated)	2,000,000	45

Now to the formal equal opportunity programs.

CONTRACT COMPLIANCE PROGRAM

Since 1970 NASA has had responsibility for the EEO compliance of NASA contractors operating on or near NASA Centers. Unlike some other agencies, NASA does not have industry-wide compliance responsibilities.

The organization of NASA's Compliance Program reflects the nature of its compliance responsibility. There is a Contract Compliance group on the EEO staff at each installation to conduct the compliance operation for those contractors on or near the installation. The only exceptions are Flight Research Center, where the contractors are monitored by the Compliance staff at Ames Research Center, and NASA Headquarters where these contractors are monitored by the Compliance staff at the Goddard Space Flight Center.

NASA currently has responsibility for 260 contractors employing some 45,219 employees as of December 31, 1973. The Agency Compliance staff numbers 22 professional positions—including the Compliance Division of the Office of Equal Opportunity Programs (OEOP). Data recently published¹ by the Department of Labor show that NASA expends the most hours-per-contractor employee of any compliance agency. NASA also expends the most staff time per contractor review. This is partly due to the local nature of NASA's compliance responsibility but nevertheless indicates a desire to do thorough, effective compliance reviews—the heart of the compliance function.

How well has NASA performed this function to assure participation of minorities and women in the contractor work force?

Uniform and consistent statistics on the contractor work force have been gathered since 1971. This data is summarized in Exhibit II. There has been a continuous increase in the number of minorities employed even though the overall work force has decreased. Minority employment went from 11.8 percent to 15.0 percent of the total (a net increase of 763 positions) while the total number of jobs decreased by over 6,000. There have been notable increases in minority percentages among Officials and Managers (3.4% to 5.4%); Professionals (5.9% to 8.1%); Technicians (10.2% to 15.5%); and other white collar jobs.

The proportion of female employment increased from 15.7 percent to 19.0 percent (a net increase of 560 jobs) despite the overall decrease of 6,000 jobs. Here, too, there were noteworthy increases among Officials and Managers, (2.1% to 3.9%); Professionals, (5.5% to 8.4%); Technicians (8.5% to 11.6%) and other white collar jobs.

The only percentage decreases took place among Unskilled Laborers for women and Service Workers for minorities. These are the two lowest labor categories and, in all candor, we have concentrated our efforts to increase the participation of women and minorities in the higher labor categories.

These aggregate statistics show appreciable progress but how do we judge the performance of an individual contractor?

Key to this judgment is the numerical goals and timetables which the contractor develops and includes in his Affirmative Action Plan.

Government-wide policy on the interpretation and implementation of numerical goals was outlined in a policy statement by Robert Hampton, Chairman, U.S. Civil Service Commission; Stanley Pottinger, Assistant Attorney General; William Brown, Chairman, Equal Employment Opportunity Commission; and Philip Davis, then Acting Director, OFCC. They stated that a goal is a numerical objective fixed realistically in terms of the number of vacancies expected, and the number of qualified applicants available in the relevant job market.

¹ "Federal Contract Compliance Planned Program" published by DOL/OFCC November 9, 1973.

To achieve aggressive goals, we encourage contractors to:

- Conduct extensive recruitment drives including the use of recruitment consultants and advertising in media oriented toward women and minority groups.
- Offer fully competitive salaries needed to attract necessary qualified persons.
- Use the full amount of flexibility within company hiring and retention policies.

Thus, the determination of an individual contractor's compliance is based on a judgment of his good faith efforts. The compliance staff reviews the aggressiveness of the goals in terms of the projected hiring and turnover rates, progression patterns, and so forth. Then there is a judgment of how hard the contractor works to achieve the goals.

In NASA, the Compliance staff on site at each field installation continually monitors the contractors at that installation to assure their compliance. NASA practice is to review each contractor at least twice a year to see that the contractor is living up to the commitments he has made. This continual surveillance is possible because of the local nature of NASA's Compliance responsibility. This practice of continual surveillance is, as far as I know, unique in government.

To summarize, the field Compliance staff monitors the contractors at their installation.

The Contract Compliance staff of my office provides expert training, guidance, direction, and coordination to the field staffs. For example, the field staffs attended a four-day training seminar here in Washington this past fall. The purpose was to bring the staff up-to-date on recent Office of Federal Contract Compliance (OFCC) regulations, interpretations and data requirements. Department of Labor (OFCC and the Women's Bureau) personnel presented sessions on conducting comprehensive compliance reviews. A resource person from the Equal Employment Opportunities Commission (EEOC) presented a session on the investigation of discrimination complaints.

The Department of Labor has recently issued revised data requirements and procedures for conducting compliance reviews. Therefore, it will be necessary to conduct a follow-up training seminar for field compliance staffs—probably at one of NASA's centrally located installations.

In addition to training, the Compliance Division of my office issues day-to-day guidance and direction to the field. For instance, final determinations of compliance are made in the OEOP Compliance Division after review of the on-site reviews and data assessments done locally. Thus, the Compliance staff of my office is ultimately responsible for NASA's compliance progress.

The year 1974 will see the implementation of a special affirmative action hiring plan for Shuttle construction of facilities at the Kennedy Space Center. Our aim is to assure the utilization of minority employees on the construction work force. To that end, hiring goals have been included in the bid conditions and contractors wishing to participate in the project will have to accept those goals. The goals so far developed apply to the earth-moving portion of the construction. Our task this year will be to develop goals for the remaining more complex portions of the project.

This goal development project is being conducted by Mr. Guy Arnett, the most experienced compliance officer in NASA. Mr. Arnett has been in the compliance program since 1963.

In addition to all of the responsibilities mentioned above, all appointments to the field EEO staffs, including the compliance staffs, must have the concurrence of my office.

NASA'S INTERNAL EQUAL OPPORTUNITY PROGRAM

INTRODUCTION

NASA currently has the lowest percentage of minorities of all government agencies. The incidence of women in professional categories is also much lower than the rest of the Federal Government. While it is true that the NASA work force is quite different from the rest of the government, and while it is also true that NASA has been in a reduction mode since 1967 (having decreased our employment from over 34,000 to under 26,000), it is nevertheless true that NASA should be well ahead of its current position.

Over the last two years NASA has shown some small progress even though NASA has been in a reducing mode. Of the hires that were made, minority hires well exceeded the current minority percentages. The record of minority hires by fiscal year has been as follows: 10.3% in 1971, 13.2% in 1972, and 16.3% in

1973. As a result of these new hires and with the overall reduction of people, the minority percentage of permanent employees has increased as follows:

	<i>Permanent</i>
June 1972.....	4.7
June 1973.....	5.2
December 1973.....	5.5

It is nevertheless obvious that NASA urgently needs a greater rate of progress. The differences in work force composition between NASA and other agencies should not be seen as obstacles but rather as challenges. These differences point out the directions in which we should move. The challenges become the objectives of the EEO program.

CURRENT PROGRAMS AND FUTURE PLANS

Out of a sense of urgency that NASA must drastically speed up its EEO progress, we have elevated our EEO program to the top level of Management Objectives in NASA's management system. This means that progress toward our Equal Opportunity goals is now receiving the same close and continuing attention of NASA top management and the entire NASA management structure as NASA's major technical objectives. Specific EEO milestones for calendar year 1974 are:

- To achieve at least 6.1% minority employment
- To place at least 80 minorities in professional positions
- To place at least 80 women in professional positions
- To prevent a Technology Transfer Seminar to minority businesses
- To prepare affirmative action hiring goals for Shuttle construction of facilities in FY 75 and beyond.

The achievement of these minority and female hiring goals will call for 20% each of expected professional hires to be women. This should be compared with NASA's hiring performance in FY 72 when 7% of the professional hires were minority and 10% of the professional hires were women. Thus the goals for CY 1974 will require dramatically increased efforts all across NASA. I will come back to this point when I discuss NASA's recruitment programs.

NASA's aim in presenting the Technology Transfer Seminar is as follows: We in NASA have had a technology transfer program for about ten years to help space technology to find useful applications in the national economy. There is, however, a need to devote more attention in the program toward minority businesses. Thus we have developed an arrangement with the Office of Minority Business Enterprise (OMBE) of the Department of Commerce. Under this arrangement, NASA (and hopefully other government agencies) will display technology developed in various mission programs, and present various methods such as patent waivers, licenses, and so forth by which business persons can gain access to that technology. OMBE will then explain its resources for assisting in financing, market studies, and other product development areas. Our joint aim is to assist minority businesses to make the transition from providing services to manufacturing marketable products.

Now let us discuss some of the programs NASA is conducting to assist in achieving the milestones.

Coordinated Recruitment.—The Office of Personnel has developed and is implementing an Agency-wide recruitment program specifically aimed at identification and recruitment of minority and female candidates for professional positions in NASA. A full-time staff in Headquarters will coordinate this effort. Six field Centers have recruiting responsibilities. Teams of recruiters, including minority and female employees, will be involved in contracting potential candidates, counseling them in Government hiring procedures, assisting them to take the steps necessary to establish eligibility, and, of course, selling the candidates on joining NASA.

Cooperative Education (Co-op) Program.—Under this program, students alternate semesters at school and working at a NASA installation. The work experience augments their formal study. The Co-op Program has, for a long time, been a prime source of highly qualified employment candidates for NASA. We see the program as helping to increase the flow of minorities and women into technical fields where there is a current scarcity. Thus NASA has sought to increase minority and female participation in the program. Our enrollment statistics have been as follows:

[In percent]

	June 1972	June 1974 (projected)
Minorities.....	12.2	24.3
Women.....	9.4	15.9

We have increased the number of predominantly minority schools participating in the program from 16 in 1971 to 44 in 1973.

The overall size of the program is increasing like this:

Enrollment:

Fiscal year 1973.....	719
Fiscal year 1974 (projected).....	798
Fiscal year 1975 (projected).....	950

Upward Mobility Program.—In addition to recruitment from outside, we also seek to move current employees to higher positions in NASA. NASA has received Civil Service Commission approval of three specific programs—Specialty Training for Entry Professionals (STEP), Growth Opportunities (GO); and CROSSOVER. These programs will allow persons to move out of dead-ended jobs and enter other jobs which have opportunities for career enhancement. Commission approval allows NASA to waive certain experience criteria. The STEP and GO programs have been conducted at NASA Headquarters. During CY 1973, about 8% of Headquarters professional positions were filled through Upward Mobility. The Affirmative Action Plans of all of our field installations call for implementing combinations of the programs during 1974.

Identification of Women and Minorities for Management Development.—A special effort is underway to identify persons for management development training. Listings of female and minority employees will be maintained by our Management Development Education Panel. The Panel, the Office of Equal Opportunity Programs, and the Young People's Subcommittee of the Personnel Management Review Committee will all identify training programs and opportunities for persons identified.

Finally, there are two new pilot programs I would like to mention.

The National Aerospace Fellowship Program.—The aim here is to encourage minority and female students to undertake aerospace careers. Thus NASA will award 20 scholarships of \$2,500 per year to Junior and Senior college students. The students will be invited to spend two summers working at a NASA laboratory—again to augment their academic training. This program was just recently approved and we are working out arrangements with several universities right now.

NASA Graduate Internship in Aerospace Technology.—Our Ames Research Center is conducting a small pilot program in conjunction with several nearby universities. Under this program outstanding, graduating, college seniors, specifically including minorities and women, will be selected for two years of graduate study and employment at Ames. During this period they will work in professional science or engineering positions and also earn a Master's Degree. They will spend brief periods at other installations to learn the full range of NASA programs. At the end of the two-year period, successful graduates of the program will then enter a broad range of programs throughout NASA and will have the opportunity to compete for advancement to leadership positions, including astronaut corps when selections of future astronauts are made.

In addition to these specific programs, we have taken significant steps to prepare NASA's infra-structure for greater EEO progress. We have broadened the composition of several key committees and boards:

The Personnel Management Review Committee now includes a minority and a woman;

The Management Development Education Panel now includes three employee members. The total panel includes two women and two minorities; and

The Incentive Awards Board will include the Federal Women's Program Coordinator and the Assistant Administrator for Equal Opportunity Programs.

Here in Headquarters, we are forming an Employees EEO Advisory Group composed of employee elected representatives to meet periodically with the Administrator to make him directly aware of their views.

Just as importantly, we are involving line management directly in the planning, implementation, and monitoring of the EEO Program. Under NASA's new orga-

nizational structure, the Associate Administrator for Center Operations will be responsible for implementing EEO policy and programs for reporting the results of the programs to the Administrator, and for participating in the assessment of NASA's progress. By this means we aim to get EEO accountability on the shoulders of Agency line management who do the hiring, the promoting, and the expenditure of resources. Consequently, accountability will flow downward from the Associate Administrator for Center Operations to the Installation Directors, Managers and Supervisors.

To further motivate and involve middle level line management, we are implementing a system of Unit Action Plans. Thus, in addition to the formal Agency and Installation Affirmative Action Plans, major organizational units within installations will also develop Action Plans keyed to the hiring, promotion, and training requirements and capabilities of their units. These unit managers will then individually be accountable for EEO progress. Unit managers will thus be motivated to take part in EEO planning and monitoring.

Finally, to close the management loop, we have formed an Agency Equal Opportunity Council to consist of the Deputy Center Directors, the Agency Federal Women's Program Coordinator, four employee representatives and myself. This council will serve to develop and implement EEO policies and programs and to keep Center management informed on the various initiatives.

That is quite a long list of programs. During the remainder of the year, I do not expect any more new initiatives but rather I expect to concentrate on implementing and solidifying our new gains. We have lots of internal areas to work on such as staffing and training which, though not glamorous, are essential to a well-run program. For instance, we will hold an Affirmative Action Plan Development and Implementation Workshop later this spring. Deputy Center Directors will attend and bring the key members of their EEO and Personnel staffs to the workshop. Out of this we hope to build more effective EEO planning, programming and management teams across the Agency.

Again, on building the infra-structure of our program, we must make sure that our initiatives are relevant to the special concerns of women and the Spanish-surnamed—these are special emphasis portions of the NASA EEO Program. Let me outline these areas briefly. Regarding the Federal Women's Program: A full-time position has been established in my office, in addition to the Federal Women's Program Coordinators at each NASA installation. These Coordinators meet with and counsel the women at their Centers; they participate in the development and implementation of Affirmative Action Plans; they receive discrimination complaints; and in many instances they coordinate Women's Program Advisory Committees in each Center.

Regarding our 16-Point Program: A full-time Spanish speaking Coordinator position has been established in the Office of Equal Opportunity Programs, with Agency-wide scope and responsibility. Coordinators have also been appointed at each of our field installations to assure that all of NASA's EEO programs and policies are relevant to the concerns of Spanish speaking Americans. NASA has conducted training seminars for these coordinators in conjunction with the Civil Service Commission and the League of United Latin American Citizens (LULAC).

Just as importantly, Spanish speaking personnel are joining the professional EEO staffs at NASA field installations in positions not exclusively related to the 16-Point Program. Five Spanish speaking persons entered full-time EEO positions in the last six months. NASA's intention is to conduct a comprehensive, coordinated, and integrated Equal Opportunity Program, rather than separate programs in which various ethnic or cultural minorities would compete for resources and management attention.

NASA has also made a special effort to recruit at universities having significant numbers of Spanish-surnamed students. During 1973, 16-Point Program Coordinators participated in Government Career Information Days at the following universities: New Mexico State, Las Cruces, New Mexico, University of Texas, El Paso, Texas University of New Mexico, Albuquerque, New Mexico Highlands University, Las Vegas, New Mexico.

Mr. Chairman, you will note that NASA has neither excused its performance nor simply promised to do better. We have rather reported on specific programs and initiatives. We in NASA see the current situation as an urgent challenge. Our aim is to increase substantially the participation of women and minorities in all of NASA's programs. That is the basis on which we expect to be evaluated.

Mr. Chairman, this concludes my statement.

EXHIBIT I

COMPARATIVE ANALYSIS OF SEC. 8(a) MINORITY CONTRACTING—A PERCENTAGE OF TOTAL 8(a) CUMULATIVE AWARDS, FOR THE PERIOD FISCAL YEAR 1969 THROUGH FISCAL YEAR 1973

Civilian agencies, agency name	Total 8(a) awards (millions)	Percent of total awards
Agriculture		
AEC	\$5.3	2.3
Civil Service Commission	.8	.3
Commerce	.2	.1
EEOC	7.5	3.2
Executive Office of President	1.0	.4
EPA	.4	.2
GSA	2.0	.9
HEW	82.8	35.2
HUD	23.7	10.1
Interior	1.5	.6
IRS	3.2	.4
Justice	.02	
Labor	.7	.3
NASA	6.5	2.8
NBS	13.2	5.6
National Weather Service	.02	
Office of Economic Opportunity	.05	
Post Office	6.6	2.8
RLA	5.8	2.5
SBA	1.5	.6
State	1.4	.6
DOT	1.1	.5
Treasury	42.3	17.9
VA	.3	.1
VA	27.3	11.6
Total	\$235.19	100.0

Note: This chart presents a comparative analysis of sec. 8(a) contracting as a percent of the total 8(a) cumulative awards for all participating civilian agencies of the Government. It covers the period fiscal year 1969 through 1973, inclusive. It indicates that among 25 participating civilian agencies, NASA ranks 5th in total dollars awarded.

Source: Small Business Administration, Status Report of 8(a) Contracts, dated July 1973.

EXHIBIT II

SUMMARY OF CONTRACTOR WORK FORCE DATA

	Dec. 31, 1971	June 30, 1973	Dec. 31, 1973
Total employment	51,275	47,531	45,219
Employment of minorities (percent):			
Officials and managers	3.4	4.8	5.4
Professionals	5.9	7.8	8.1
Technicians	10.2	13.6	15.5
Sales workers	3.8	6.7	9.0
Office and clerical	15.6	19.4	20.9
Skilled crafts	8.8	9.6	10.6
Operatives (semi-skilled)	21.4	27.6	28.9
Laborers (unskilled)	47.5	51.7	62.2
Service workers	47.4	46.4	44.0
Total	11.8	14.4	15.0
Employment of women (percent):			
Officials and managers	2.1	2.8	3.9
Professionals	5.5	7.6	8.4
Technicians	8.5	10.6	11.6
Sales workers	17.0	13.3	21.0
Office and clerical	68.7	70.7	72.3
Skilled crafts	3.1	2.7	3.5
Operatives (semi-skilled)	15.2	22.8	29.8
Laborers (unskilled)	16.0	10.5	13.0
Service workers	11.8	14.7	18.0
Total	15.7	17.5	19.0

Note: Percentages shown are of the total work force in that job category.

Mr. EDWARDS. Our next witness is Mr. Moritz.

Mr. MORITZ. I desire to submit my statement.

Mr. EDWARDS. Has it been covered?

Mr. MORITZ. The material is very straight forward.

Mr. EDWARDS. Without objection we will include Mr. Moritz' statement in the record.

[The prepared statement of Mr. Moritz follows:]

STATEMENT OF BERNARD MORITZ, ASSOCIATE ADMINISTRATOR FOR ORGANIZATION AND MANAGEMENT, NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Mr. Chairman and Members of the Subcommittee: I am pleased to participate at your request in this hearing on the equal employment opportunity programs of NASA.

Over the years NASA's responsibilities in the EEO area have been executed through various organizational modes. It will be helpful to the Subcommittee, I believe, to trace briefly the evolution which has occurred.

First, I will describe the chronology of the organizational settings for the contractor compliance portion of NASA's EEO programs. In 1963 the NASA Director of Procurement was immediately and directly responsible for contractor compliance, a program subject to the overall direction of the Department of Labor. However, the Director of Procurement's authority was actually exercised through a delegation to the Department of Defense, which deals essentially with the same contractors as NASA. NASA reimbursed the Department of Defense for the services it provided.

In 1970, with the agreement of the Department of Labor, NASA undertook to perform contractor compliance operational responsibilities at its own installations. At this time the Director of Procurement retained responsibility in this area. In February of 1971 the responsibility for contractor compliance was transferred to NASA's Industrial Relations Office, which already possessed responsibility for labor relations matters. This change was expected to permit greater emphasis on contractor compliance affairs and to enhance the objectivity with which operations were performed by separating them from the purchasing function.

To further promote these objectives and to achieve economy in the administration of NASA's principal EEO programs, the contractor compliance and Civil Service equal employment programs were merged on September 1, 1971, in the creation of a new organization, the Equal Employment Opportunity Office. That office was headed by a Director who reported for general administrative purposes to the Associate Administrator for Organization and Management. The Director retained his assignment as NASA's Contract Compliance Officer; in that capacity he had direct access to the Administrator. Since April 1973 the head of the Equal Opportunity Office no longer reports to the Associate Administrator for Organization and Management but directly to the Administrator as discussed below.

Now I will turn to NASA *civil service* equal employment opportunity matters, for which the Civil Service Commission bears government-wide responsibility. The NASA Director of Personnel was NASA's EEO Officer during the period of the mid-sixties. Subsequent to the creation of the Office of Organization and Management, the Associate Administrator for Organization and Management became NASA's EEO Director on July 1, 1969. However, the Director of Personnel continued to be the official actually responsible in an operational capacity for NASA's internal EEO program. On January 27, 1970, he was formally designated as the NASA EEO Deputy Director.

On September 1, 1971, as has been mentioned above, the new Equal Employment Opportunity Office, organizationally within the Office of Organization and Management, assumed operating responsibility at NASA Headquarters for NASA's internal equal employment opportunity program and its contractor compliance program. The Deputy Director of that Office was also named Director of NASA Equal Employment Opportunity—the civil service portion of our program. In the latter capacity the Deputy Director had direct access to the Administrator. Formalities regarding the establishment of the EEO Office were completed on March 15, 1972, with the issuance of a directive giving the Associate Administrator for Organization and Management authority as to EEO policies and procedures, and authority to render final decisions on complaints

of discrimination. In April, 1973, in order to raise the organizational setting for NASA's EEO programs to a level reporting directly to the Administrator, a new position designated as Assistant Administrator for Equal Opportunity Programs was established, and final authority for EEO matters was assigned to that official to act for and on behalf of the Administrator.

Since reference has been made to NASA's *Equal Opportunity Council* and my association therewith, it may be helpful for me to describe the background for the creation of that body and its responsibilities. The Council was created on May 18, 1972, to review, advise, and recommend to the Deputy Administrator on implementation of NASA's equal employment opportunity program. The initial membership consisted only of members from NASA Headquarters, with me as Chairman and Dr. Dudley G. McConnell as First Vice Chairman. The membership covered all of the large offices in the Headquarters, including those having institutional responsibilities for NASA's installations. As Chairman I served for one year. With the establishment of the Office of Assistant Administrator for Equal Opportunity Programs changes in the Council membership were in order. Membership has been expanded recently to include certain NASA employees located at its field installations.

From May 5, 1969, to September 18, 1970, I served as Acting Associate Administrator for Organization and Management. From September 18, 1970, to the present, my position is that of Deputy Associate Administrator for Organization and Management. Accordingly, many of the organizational assignments and changes which are described above were accomplished during a period in which I was involved. I will be glad to respond to any questions the Subcommittee may have with respect to matters set forth above or to related matters of which I am knowledgeable.

This concludes my statement, Mr. Chairman.

Mr. EDWARDS. Our last witness is Dr. John F. Clark, Director of Goddard Space Flight Center.

TESTIMONY OF DR. JOHN F. CLARK, DIRECTOR, GODDARD SPACE FLIGHT CENTER, NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Dr. CLARK. Mr. Chairman and members of the subcommittee, I thank you for this opportunity to describe the activities of the Goddard Space Flight Center (GSFC) in the field of equal employment opportunity. If it is agreeable with the committee, I will submit my entire statement for inclusion in the record and will now present a summary of that statement in order to conserve time.

The Goddard Space Flight Center began operations in May 1959 as the first U.S. research and development laboratory to be constructed solely for the exploration of space. We began operations in the hectic atmosphere of the Nation's reaction to the challenge represented by Sputnik I. The original Center staff was composed of employees transferred from other Government agencies in which scattered efforts to explore space had been initiated. This original core was supplemented by individuals coming from widely dispersed sources; industry, universities, private research labs, the Armed Forces and Government agencies, and was made up of thousands of persons with related skills and intense interest in space exploration. During this period, while no one had time to practice discrimination, there was also little time for concern with what are now referred to as affirmative action plans. We recruited experience where it existed and, unfortunately with the heavy emphasis on scientific and engineering positions, there were few women or minorities possessing the experience we required.

Now that the Center and its programs have reached a stage of maturity, we are giving more attention to the composition of our work force. Times are changing; this is reflecting, both in the Government's

policies and in the interests and attitudes of our employees. Beginning in the summer of 1967, spontaneous employee group action prompted successful cooperation with management on fighting discriminatory housing practices in our community. This was followed by consultations with employee groups resulting in the establishment of the Center's Equal Employment Opportunity Council which consists of the senior members of line management plus minority representatives, and is chaired by the Associate Deputy Director for Management. The Council is charged with over-viewing our EEO program. Following this, the Center recruited its first full-time equal employment opportunity specialist. We now have six positions committed full time to this work plus a number of part-time professionals working with the Federal women's program, the 16-point program and other EEO activities.

As the professional equal employment opportunity staff, the supporting groups, and the Goddard management undertook the commitment to affirmative action, we encountered to our dismay a number of environmental factors that you should be aware of. First, our declining personnel ceiling, which reflected the declining ceiling of the Agency, coupled with hiring freezes and reductions-in-force have seriously reduced our normal hiring rates. This has made more difficult our attempts to change the composition of an existing work force. Additionally, the average grade constraints placed on Goddard made those jobs which did become available less attractive to minorities and women, groups who were being very competitively recruited by industry or expanding Federal agencies.

In our case, recruiting and retaining minorities has been further complicated by our physical location. We are a field center located on the periphery of the Washington metropolitan area, facing the fact that Federal headquarters type organizations in downtown Washington have grade structures which are higher and more attractive to the more desirable professional women and minority candidates.

Today scientists, engineers and technicians comprise 64 percent of our employees. We anticipate a turnover of only 86 people in 1974 from this portion of our work force. We must depend for more rapid change upon the other one-third of our staff: The professional administrative, clerical and wage grade employees of which we will hire about 200 this year. More than half of that number will be clerical hires. In this skill area lies our next most difficult problem; convincing minority clerical candidates to work at Goddard. When they balance travel time and cost against equivalent or higher paying jobs in town, few of the young minorities are interested in Goddard. To date we have been unable to secure any public transportation which would make commuting by other than private automobile a practical possibility. With the gasoline problem, this situation has worsened. Despite the problems I have enumerated which we have been experiencing over recent years, there has been an upward trend in the percentage of minority employment in our total work force. One of our most difficult problems has been retaining those females and minorities who are recruited. The relatively limited promotional opportunities at Goddard, due to average grade constraints, have made offers from competing organizations extremely attractive to these individuals on our payroll. Although at this point in the year we have reached a level where approximately 15 percent of our permanent

professional employee new hires are minority and approximately 18 percent are professional female, we continue to have difficulty in impacting the total percentage of minorities or professional women in the work force. This results both from the numerical limitations on our hiring and the difficulty in retaining these hard-to-find individuals. While there is improvement shown in these statistics, we know that we must persist and innovate in recruiting and retaining minorities and women. We have therefore set some equal employment opportunity motivated minimum hiring goals for calendar year 1974. From a total of 275 intended hires, 28 percent will be in these categories with numbers as follows: 17 professional minorities, 28 professional females, and 33 nonprofessional minorities.

We also expect to add to the professional work force additional women and minorities through a greater emphasis on the internal movement of nonprofessional women and minorities to professional positions. We have therefore set as minimum goals for calendar year 1974 the advancement of eight nonprofessional women and four nonprofessional minorities into professional positions.

We are focusing our recruiting activities on predominantly black and female colleges. We also have visited five colleges with substantial Spanish-speaking enrollment and one university with a substantial American Indian population. Further, we are intensifying recruiting efforts for our feeder programs (such as the co-op and Federal junior fellowship programs) at predominantly minority and female schools. Other affirmative action steps being taken include:

(1) Continued involvement in special hiring programs for the disadvantaged;

(2) The public service careers program which provides an opportunity for training low-skilled individuals;

(3) Continuing the summer aide program which provides employment for approximately 110 predominantly black summer aides.

We will also continue a number of special programs designed to improve upward mobility for our employees, such as:

(1) The college level entrance program presently including 38 employees of which 16 are women and 2 minorities;

(2) The general education development program providing for a certificate of high school equivalency. Last year there were 7 women and 3 minorities out of a total of 13 participants;

(3) An introductory stenography course in which 6 of 18 participants were minorities;

(4) The continuing education program (CEP-I) which provides for evening academic courses at local universities related to a vocational goal which can be utilized by NASA.

In addition to our existing programs in upward mobility, we are scheduled to implement two new endeavors this year:

(1) The STEP program which will provide a means for nonprofessional employees in grades 5 through 10 to become entry level professionals with a 1-year tailored training program.

(2) The CEP II program which will provide for the attendance by nonprofessional employees at regular college courses for up to 8 hours a week as part of their normal work assignment.

Beyond these activities directly relating to our civil service work force, we have a number of programs involving us with the community

outside Goddard. Of primary importance are those with colleges and universities having predominantly minority enrollment. Beginning with the award of research grants to five such institutions in 1969, we have expanded our programs to 10 predominantly minority schools to include additional grants, equipment and facility loans, summer institutes for both students and faculty and part-time employment for students under the college work study program. Our three summer institutes include the summer faculty program now in its fourth year in cooperation with Morgan State College, the Institute in Computer Applications conducted in conjunction with Bowie State College, and the Summer Institute in Biomedical Research in Technology Utilization conducted jointly with the colleges of engineering and medicine at Howard University.

In the area of business and industry, we have an active compliance program under which we monitor the equal employment opportunity programs at 28 prime and 3 subcontractor facilities totaling 6,958 employees. This included conducting complaint investigations and preparing quarterly ratings on Equal Employment Opportunity progress for use in appropriate award fee contract evaluations. Since assuming responsibility from the Department of Defense for this program in 1970, the contractor minority work force has increased from 16 percent to 21 percent and the female population has increased from 17 percent to 24 percent. We are particularly pleased that these increases are reflected in all job categories rather than in just the clerical and technician areas. Our goal for the end of 1974 is 25-percent minority and 23-percent female. We have every expectation of achieving this target.

Another important aspect of our total equal employment opportunity program is the minority business enterprise program conducted under section 8A of the Small Business Act. Here we contract with minority-owned firms for goods and services required by the Center. In fiscal year 1972 we made four contract awards totaling \$152,000. In fiscal year 1973 we were able to increase this to 15 actions totaling \$1,050,000. Our target for fiscal year 1974 is \$1.3 million. We are presently reviewing some of our larger procurements to determine whether there are segments which could be broken out and set aside for minority concerns.

Mr. Chairman, I appreciate this opportunity to present to the committee a review of our aspirations, problems, and achievements in the field of equal employment opportunity. I share with you a feeling of concern and commitment to a program which must enable this country to make maximum utilization of its human resources.

Thank you.

Mr. EDWARDS. Thank you, Dr. Clark, for a most helpful statement.

Would you say the Goddard Center is the best in this area of equal opportunity and employment programs?

Dr. CLARK. I will defer to Dr. McConnell.

Dr. McCONNELL. I feel that Goddard Space Center has undertaken very imaginative and creative programs. They have, on their own, taken steps to move employees from nonprofessional positions to professional positions. It is one of our newer Centers and from the beginning has had a work force with a significant number of minorities in high-level positions. However, Goddard must do much more to maintain its current position and I will not be satisfied until we have a work force fully representative of minorities and women.

Mr. EDWARDS. Do you have a day-care center?

Dr. CLARK. Yes.

Mr. EDWARDS. Do any of the other Centers have such a day-care center.

Dr. McCONNELL. Goddard is the only installation that has a day-care center at present.

Mr. EDWARDS. Is that true, Doctor?

Dr. CLARK. Yes.

Mr. EDWARDS. I have no questions.

Mr. McCLORY. Are we going to hear from Jo Marie DiMaggio?

Dr. McCONNELL. Not at this time. I believe Ms. Benita Sidwell is here to assist Dr. Clark.

Mr. McCLORY. Does she look after the women's interests there?

Dr. CLARK. She is the Assistant Chief at our Manpower Utilization Division.

[The prepared statement of Dr. John F. Clark follows:]

STATEMENT OF DR. JOHN F. CLARK, DIRECTOR, GODDARD SPACE FLIGHT CENTER,
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Mr. Chairman and Members of the Committee: I thank you for this opportunity to describe the activities of the Goddard Space Flight Center (GSFC) in the field of Equal Employment Opportunity.

CENTER MISSION AND HISTORY

Creation of the Center

Let me first describe who and what we are, and why we exist.

We at Goddard conduct research in the areas of space science, earth science, and space applications (such as weather satellites and Earth Resources Satellites). Our tools include spacecraft, sensing devices, instruments, computers, observatories, sounding rockets, balloons, laboratories, libraries, tracking stations, communications networks, and experimental fabrication facilities. Our people work in a large number of very specialized disciplines. To help orient you, I will name some, but only a few.

They include: aeronomy, astro-physics, telemetry, meteorology, navigation, solar physics, geodesy, chemistry, mathematics, geology, astronomy, engineering, oceanography, thermodynamics, data processing, power sources, systems design, metallurgy, and optics. In May 1959, Goddard began to construct from scratch the first U.S. research laboratory dedicated to the exploration of space. The site chosen was at Greenbelt, Maryland, about 15 miles from Washington, D.C. on the Parkway to Baltimore. We began our work in the hectic atmosphere of the nation's reaction to the challenge or possible threat represented by Sputnik I. It was a "national goal" atmosphere, and remained so for the first six or seven years of explosive expansion.

Staffing and recruiting at the start

Employees to man the new Center were originally acquired from other Government agencies in which scattered efforts to explore space had begun. Entire units were excised from these agencies and assigned to Goddard. In this influx of organized groups were teams from the research centers of the NASA-supplanted NACA (the National Advisory Committee for Aeronautics), from the Naval Research Laboratory, and from the Army Signal Center at Fort Monmouth, N.J. The influx of individuals, however, came from more widely dispersed sources . . . industry, universities, private research labs, the armed forces, Government agencies . . . and was made up of thousands of persons with related skills and intense interest in space exploration.

In addition, our recruiters for years conducted an urgent search for people who had existing, journeyman level skills that could be put to use at once upon hiring. We were playing "catch-up ball" in space exploration and we vigorously recruited for experienced people.

The activities of this period provide many insights for us now in our view of Goddard's EEO program. First, in those hectic years nobody had time to practice discrimination. Second, we sought and hired talent and experience from whatever race, background or sex . . . and assigned that asset at once to urgent work. Third, we acquired research teams in their entirety, with no screening of individuals. Fourth, the mass of hiring activity occurred in the early 60's, a time when the existence or experience of women and minor-

ities in science disciplines was discouragingly low. Fifth, the Center concentrated its manpower allocations heavily into science and engineering positions, and contracted with industry for its support services; this unfortunately added to our problem of fewer minorities and fewer women in the Goddard Federal work force. Sixth, there was only nascent activity in those days on affirmative action in EEO, and we were simply current, not pioneering.

The maturity stage and EEO

And so we came into full maturity just past the mid-60's, at the time I joined Goddard as its Director, with a predominantly white male organization, the traditional structure of research laboratories at that time. As an organization we also then began to "catch our breath." We finally had time to look at our overall circumstances, to encourage our administrative requirements to overtake the technical thrust, and to give more attention to a heavily-laboring work force. The times were changing, as were government policies, and as were the interests and attitudes of our employees. As an example, in the summer of 1967, spontaneous employee groups prompted successful cooperative action with management on fighting discriminatory housing practices in our community. Our announcements to all employees on Equal Employment Opportunity and the intent to create an Affirmative Action Plan sparked requests from groups of employees for consultation and for planning-meetings to speed progress. Minority employees, male and female, offered to serve and were assigned as EEO advisors. Management further responded by holding a series of meetings with employee groups which led to the establishment of the Center's existing EEO Council, which I will describe later.

INITIATING THE EEO PROGRAM

Creation of a Professional Staff

As we began our formal, organized effort to do positive things in the EEO area, it was obvious that we were up against some substantial obstacles. With the expansion phase behind us, the opportunities to rapidly change the racial and sex distribution in the work force were severely reduced.

It was clear that we would need a professional EEO staff. A full-time Equal Employment Opportunity position was established in December, 1969. Prior to that time the EEO function had been carried out by the Center Personnel Officer. Our current staffing is shown in Chart No. 1.

GSFC EEO STAFFING

	<u>PARTTIME</u>	<u>FULLTIME</u>
TOP MANAGEMENT		
● EEO OFFICER	1	
PROFESSIONAL STAFF		
● COORDINATOR - EEO PROGRAM		1
● EEO SPECIALIST - INTERNAL PROGRAM		1
● EEO SPECIALIST - CONTRACT COMPLIANCE		2
OFFICE STAFF - CLERICAL		2
SUPPORTING GROUPS		
● EEO COUNSELORS	8	
● 16-POINT PROGRAM COORDINATOR	1	
● FEDERAL WOMEN'S PROGRAM COORDINATOR	1	

CHART 1

Supporting Groups and Functions

In addition to the full-time staff, the program is at this time further supported by:

- 8 EEO Counselors who advise employees in regard to problems and complaints of discriminating practices and seek solutions informally to such problems;
- A Federal Women's Program Coordinator who assists in the development and implementation of programs to increase the utilization of women and assures that equal opportunity for women is an integral part of the Center's overall program;
- A sixteen Point Program Coordinator who serves as the focal point for this special-emphasis program for Spanish Surnamed Americans; and
- An Equal Employment Opportunity Council that assists me, as Center Director, in the implementation, evaluation and monitoring of the Affirmative Action Program. The Council is chaired by the Associate Deputy Director for Management and includes our 8 directorate heads. This is a reflection of our conviction that line management must be involved in any program of this nature to ensure success.

INTERNAL EEO PROGRAM

As the professional EEO staff, the supporting groups, and the Goddard management undertook the commitment to Affirmative Action, we encountered, to our dismay, a number of environmental factors that you should be aware of.

Factors Affecting Internal Program

First, the agency's declining budget and personnel ceiling impacted Goddard in July 1971 as we went into a total hiring freeze in preparation for our first Reduction in Force which was effected October 3, 1971. Concurrently, the OMB on August 5, 1971, proclaimed a total freeze on all salary adjustments and promotions in an attempt to control grade escalation in the General Schedule. That constraint in part remains with us to this day. The relaxation of OMB control has been replaced with agency controls consistent with OMB's intent and we began a program designed to effect the assigned reduction in the average grade of our general schedule employees.

In December 1972, with another total Federal hiring freeze already upon us, we began preparation for our second reduction in force. Before the Federal hiring constraints could be removed, we again were faced with our own hiring and promotion freeze which preceded and persisted through May 1973 reduction in force.

In the view of many promising candidates, an agency with repeated and continuing freezes and constraints was to be avoided. This made it difficult for us to compete with industry and with other Federal Agencies which were expanding.

Another continuing problem faced by the Center is its geographical location. Its significance is demonstrated in two primary ways. First, GSFC is a field center essentially located in the Washington Metropolitan Area. Consequently, we find ourselves competing with Headquarters-type organizations in downtown Washington whose grade structure is higher and more attractive to the most desirable professional women and minority candidates. Secondly, our location at the junction of the Baltimore Washington Parkway and the Washington Beltway, while convenient to many commuters, constitutes an obstacle to the significant minority population which resides within the District of Columbia. The existing bus service is essentially inadequate or nonexistent and makes necessary the use of private automobile transportation.

Nature of the GSFC work force

The EEO job at GSFC is also compounded by the nature of the work force. The distribution of skills in our work force is shown in Chart No. 2.

GODDARD SPACE FLIGHT CENTER COMPOSITION OF WORK FORCE (PERCENT)

	<u>FY</u> <u>1963</u>		<u>FY</u> <u>1974</u>	
SCIENTIFIC & ENGINEERING	49	}	46	}
TECHNICAL	14		18	
PROFESSIONAL ADMINISTRATIVE	9		16	
CLERICAL	20		16	
WAGE	8		4	

AS OF 12/31/73

CHART 2

You will notice that the great bulk of our employees are in the discipline areas in which we experience the lowest attrition; scientists, engineers, and technicians. Together these three made up 63% of Goddard's employment in 1963. Over the years, the pattern has not changed significantly. Scientists, engineers, and technicians now comprise 64% of our employees. Because these areas have such a low turnover rate, there is little opportunity to make rapid changes by replacement-hiring under EEO guidelines. For example, in this calendar year's projected hiring needs, only 86 people or 31% of our hires will be for this 2/3 of our entire work force. The rate of change for this group is further hampered by the scarcity of minorities and women in technical disciplines. The cupboard is rather bare. We are looking hard, however, and are developing methods for finding those who exist. One useful technique is colleague referral from already employed minorities and females in the technical disciplines.

Years ago the hiring process for scientists was traditionally through colleague referral. There have been for years goodly numbers of peer-respected scientists of Asiatic origin; and this was a help in recruiting this minority group. But there has been a tragic shortage of women and blacks. Fortunately, that picture is changing as young people see opportunity for careers in the physical sciences. As these newcomers appear on the scene we are using the old colleague referral practice to find female and black candidates for technical jobs.

We are depending for more rapid change upon the other 1/3 of our work force: the professional administrative, clerical, and wage grade employees.

We are overcoming different obstacles with this group. This year we will hire about 275 people altogether and 200 will be for those skills. More than half of that number will be clerical hires, but in this area lies our next most difficult problem: convincing minority clerical candidates to work at Goddard. When they balance travel time and cost against equivalent or higher paying jobs in town, few of the young minorities are interested in Goddard. With the gasoline problem, the situation has worsened.

Nevertheless, we have made and are continuing to make progress, as I will illustrate by some statistics.

Statistical information

Over the recent years we have had an upward trend in the percentage of minority employment in our total work force despite the inhibiting environmental factors I described to you earlier. Chart No. 3 shows that history.

GODDARD SPACE FLIGHT CENTER
MINORITY PERMANENT EMPLOYMENT

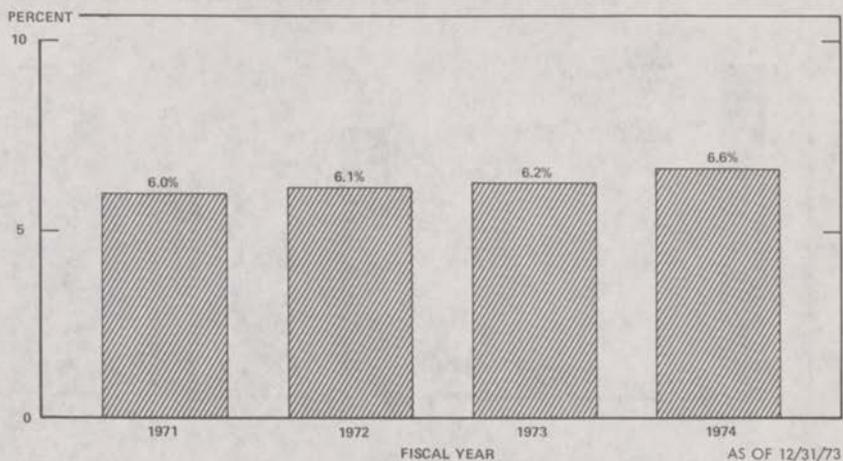


CHART 3

One good measure of progress is the rate of hiring. Here in Chart No. 4 is our experience with minority hiring as a percentage of total hiring:

GODDARD SPACE FLIGHT CENTER
HIRING PROFILE
TOTAL PERMANENT EMPLOYEES

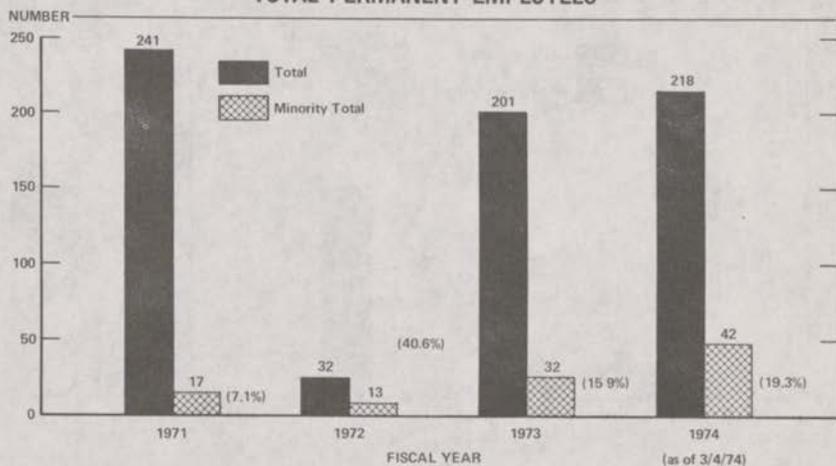


CHART 4

For professional ranks the rate of hiring for women and minorities is shown in Chart No. 5.

**GODDARD SPACE FLIGHT CENTER
HIRING PROFILE
PROFESSIONAL PERMANENT EMPLOYEES**

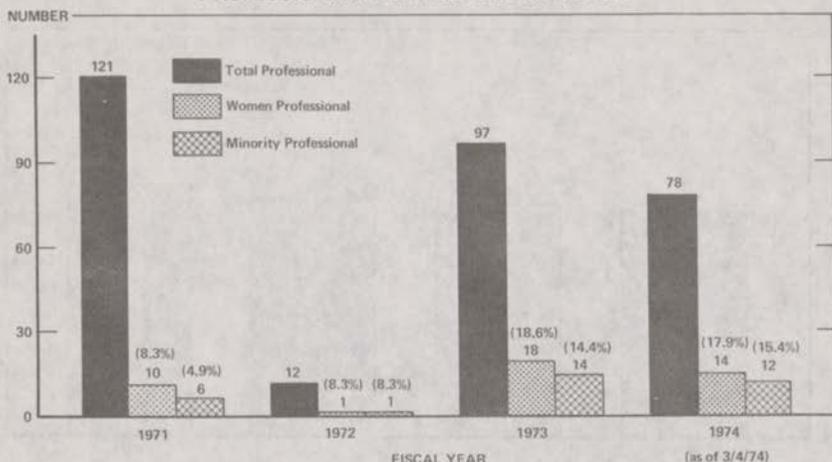


CHART 5

And a final item to consider in rate of hiring is seen in Chart No. 6: the percentage of non-professionals who are minorities.

**GODDARD SPACE FLIGHT CENTER
HIRING PROFILE
NON-PROFESSIONAL PERMANENT EMPLOYEES**

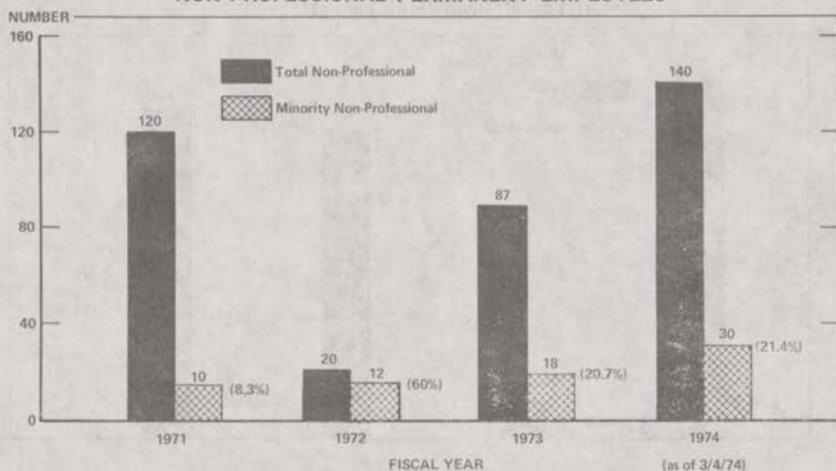


CHART 6

The numbers of accessions reported here are somewhat higher than the NASA Headquarters' statistics would indicate, particularly in 1973. This has resulted from the omission of some minority hires in the data we have reported. In every case, the statistics quoted herein have been verified by comparison with hiring records.

There is improvement shown in these statistics. Nevertheless, we know that we must persist . . . and innovate . . . in recruiting and retaining minorities and women. We have therefore set some EEO-motivated hiring goals for CY 1974.

From a total of 275 intended hires, 28% will be in these categories, with numbers as follows:

- 17 professional minorities
- 28 professional females
- 33 non-professional minorities

We also expect to add to the professional work force additional women and minorities through a greater emphasis on the internal movement of nonprofessional women and minorities to professional positions. In this area we have set as minimum goals for Calendar Year '74, the advancement of 8 non-professional women and 4 non-professional minorities into professional positions.

The following two examples illustrate the opportunities available to employees to advance to more responsible positions. The first case is that of a black male who entered on duty in December 1959 as a WB2 Driver Messenger. Following this initial position, the employee was transferred, trained, and assigned as a Lithographic Plate Maker in the Center's Printshop. During the next several years, through his own initiative and with some assistance under the Government Employee Training Act, the employee earned a degree from Federal City College in June 1973. He has since been assigned to a position in the procurement area where he has unlimited opportunity for advancement.

The second case is that of a GS3 Clerk Typist who began her Federal career at Goddard 15 years ago. She moved into progressively responsible clerical and technician positions. Based on her potential and expertise in the personnel field she was subsequently selected for a professional position. Recently this individual was selected for a Supervisory position as Branch Head in our Personnel Division and now has one of the most responsible assignments in that Organization.

Current activities

The most important of our Affirmative Action activities is of course the hiring effort. Its success is keyed to the effectiveness of our recruiting. During the current fiscal year the Center recruited for professional applicants at thirteen Black colleges and universities, three women's colleges, five colleges with substantial Spanish speaking enrollment and one university with a substantial American Indian population. In our effort to reach an even larger number of candidates we anticipate adding an additional 10-15 schools which have substantial minority and female populations.

We have also been intensifying recruitment efforts for our feeder programs (such as the Co-op and Federal Junior Fellowship Programs) at predominantly minority and female schools. A recent increase in the number of positions we were able to fill in the Co-op Program will enable us to broaden our minority and female positions in the Scientific, Engineering and Administrative areas. This year we also began a program with two year vocationally-oriented schools. Its objective is to strengthen our technical manpower and increase our minority position in the technical trades area.

Beyond recruiting activities there are other Affirmative Action steps being taken. For example:

- We have continued our involvement in special hiring programs for the disadvantaged.
- Thirty-eight trainees have participated in our Public Services Careers Program to this date. The PSC program, a Federally directed plan for agency use in hiring and training low-skilled persons, provided opportunities through training experiences for them to enter careers in the Federal service.
- GSFC's participation in the Federal Junior Fellowship Program increased last fiscal year from a previous level of 8 to 13 participants, five of whom were minorities, while four were females. The Federal Junior Fellowship program is designed to provide continuing summer and vacation employment, until college graduation, for outstanding high school seniors who plan to attend college and who are in need of financial assistance.
- The Center participates annually in two major summer hiring programs which impact minorities and women. Approximately 110 Summer Aides who are predominantly needy Black high school students, are hired at \$1.60 per hour. Some of these individuals are converted to the Stay-in school program during the academic year.
- Last summer, 13 of our Federal Summer Interns participated in the Summer Institute in Public Administration—a program designed to involve more young talented scholars in government operations for the summer months—

an experience that might be decisive in a student's long-range career plans. Five other summer interns held junior professional positions. Of the 18 participants, 6 were women and 2 were minorities.

Upward mobility

GSFC has approached Upward Mobility in the following fashion:

- 38 employees are enrolled in the College Level Entrance Program (CLEP), designed to assist those interested in acquiring a college degree by making use of practical knowledge gained from work experience and other sources. The CLEP is a series of academically based tests through which up to 24 undergraduate credit hours may be earned by students and recognized by a cooperating college. In 1973, of a total enrollment of 49, there were 15 women and one minority. In 1974, there were 16 women and two minorities, of a total of 38 participants, or 47%.
 - The General Education Development or GED Program provides individuals who have not completed high school with a way to earn their certificate of high school equivalency. In FY 72, there were seven women and nine minorities of a total of 35 participants; and in FY 73 there were 7 women and 3 minorities of a total of 13.
 - Eighteen Center employees participated in an introductory stenography course which is designed to help enhance their qualifications for higher level secretarial positions. Of the 18 female participants, six or 33% were minorities.
 - The CEP I Program (Continuing Education Program) provides support to GSFC employees who wish to enroll in evening academic courses at local universities. Courses are approved not only on a job-relatedness basis but also if they relate to a vocational goal which can be utilized by NASA.
- New programs of Upward Mobility are scheduled to be implemented at GSFC:
- The STEP Program or Specialty Training for Entry-Level Professionals will provide a means for non-professional employees to become entry-level professionals in about one year through a tailor-made training program. The STEP Program will begin this spring.
 - Another mechanism for Upward Mobility is the CEP II Program. It enables non-professional employees, who have been recommended by their supervisors, to attend college during duty hours for up to eight hours a week as part of their work assignment. In addition, they may pursue Goddard funded after-hours courses.
 - This program has an anticipated implementation beginning with the academic year starting September 1974.

Community activity

Goddard has several programs designed to assure external dissemination of our Equal Employment Opportunity policy and to provide assistance to the community in various activities. Of primary importance is our program with colleges and universities with predominantly minority enrollment. The majority of the schools that we work with are located in the District of Columbia, Maryland, Delaware, and Pennsylvania. They are listed in Chart No. 7.

GSFC PROGRAM WITH COLLEGES & UNIVERSITIES WITH PREDOMINANTLY MINORITY ENROLLMENT

PARTICIPATING SCHOOLS

DELAWARE STATE COLLEGE · · · · ·	DOVER, DELAWARE
FEDERAL CITY COLLEGE · · · · ·	WASHINGTON, D.C.
HOWARD UNIVERSITY · · · · ·	WASHINGTON, D.C.
BOWIE STATE COLLEGE · · · · ·	BOWIE, MARYLAND
MORGAN STATE COLLEGE · · · · ·	BALTIMORE, MARYLAND
UNIVERSITY OF MARYLAND · · · · · (EASTERN SHORE)	PRINCESS ANNE, MARYLAND
NORTH CAROLINA A & T COLLEGE · · · · ·	GREENSBORO, NORTH CAROLINA
COPPIN STATE COLLEGE · · · · ·	BALTIMORE, MARYLAND
ALCORN A & M COLLEGE · · · · ·	LORMAN, MISSISSIPPI
WASHINGTON TECHNICAL INSTITUTE · · · · ·	WASHINGTON, D.C.

CHART 7

Our involvement began in 1969 with the award of research grants to 5 institutions. Since that time, our activities have expanded to include summer institutes for both students and faculty, part-time employment under the college work-study program, loans of equipment, and use of facilities.

We conduct three summer institutes with minority colleges:

- This summer will be our fifth year of sponsoring the Institute in Computer Applications. This program is conducted in conjunction with Bowie State College and provides students formal instruction and on-the-job training in computer applications. This is a ten week program and involves approximately 16 students.
- The Summer Faculty Program, now in its 4th year, is conducted in cooperation with Morgan State College and provides an opportunity for ten faculty members to participate in research activity during a ten-week period. This program was initially implemented in 1971.
- The Summer Institute in Biomedical Research in Technology Utilization, now 5 years old, is conducted in conjunction with the Howard University School of Engineering and the College of Medicine. The Institute provides 10 students with backgrounds in Engineering with the opportunity to participate in the solution of Biomedical Engineering problems. This program has produced two patents so far; and 45% of those science and engineering students who participated went on to medical school.

During the past 3 years our research with minority colleges and universities has expanded from an initial involvement with 5 schools in FY 1969 to 10 in FY 1974. The number of colleges, and grants, and the funding involved is shown in Chart No. 8.

GSFC PROGRAM WITH COLLEGES & UNIVERSITIES WITH PREDOMINANTLY MINORITY ENROLLMENT

GRANTS

	(1) FY 1969	FY 1973	(2) FY 1974
PARTICIPATING COLLEGES & UNIVERSITIES	5	7	10
NUMBER OF ACTIVE GRANTS	7	17	21
TOTAL FUNDING	\$129,000	\$414,000	\$306,000

(1) INITIAL FUNDING

(2) JULY - DECEMBER 1973

CHART 8

Finally, we currently have equipment loans to Morehouse College in Atlanta, The University of Maryland, Eastern Shore, and Federal City College.

CONTRACT COMPLIANCE

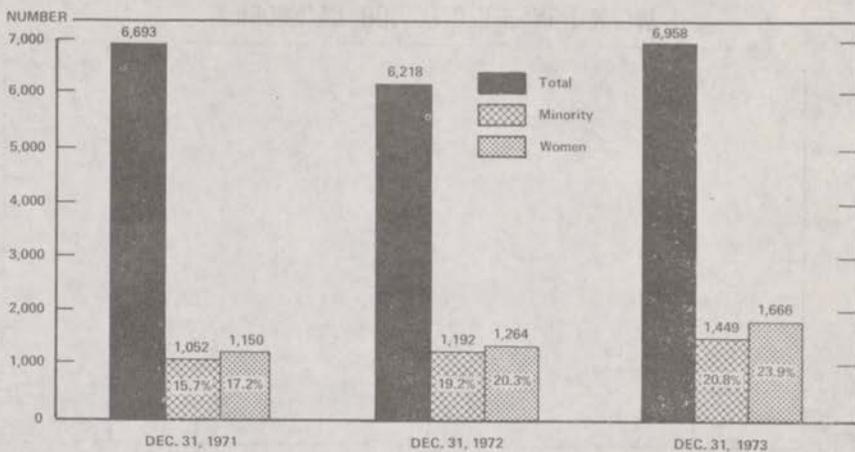
In the area of contract compliance we are required by Executive Order 11246 to insure that our contractors are taking affirmative action to extend equal opportunity in employment to members of minority groups and women. Prior to the assignment of this responsibility to us on March 17, 1970, NASA had relied on the Department of Defense to perform the function.

Specifically, our responsibility for the implementation of this National program extends to all NASA/Goddard contractors and subcontractors working on or near our Center. Currently we monitor 28 prime contractor facilities and 3 subcontractors, totaling 6,958 employees. Two full-time employees and one part-time employee perform this function. In recognition of the need to give direction to this program, numerical goals have been established to provide a guide to contractors as to the rate of improvement desired in minority and female posture. These goals were based on experience gained during the first 15 months of the program. For Goddard contractors, the December 31, 1974, goal is 25 percent for minorities and 23 percent for women.

Our compliance staff conducts various reviews. These include: a) pre-award reviews for the purpose of determining a contractor's eligibility for award of a procurement contract; b) annual compliance reviews or post-award reviews during which the contractor's affirmative action program is evaluated and goals and timetables are established, and, c) follow-up reviews to measure progress from the previous review. The staff also conducts complaint investigations. In addition, they prepare quarterly event ratings on EEO progress for the evaluation reports on Cost Plus Award Fee Contracts.

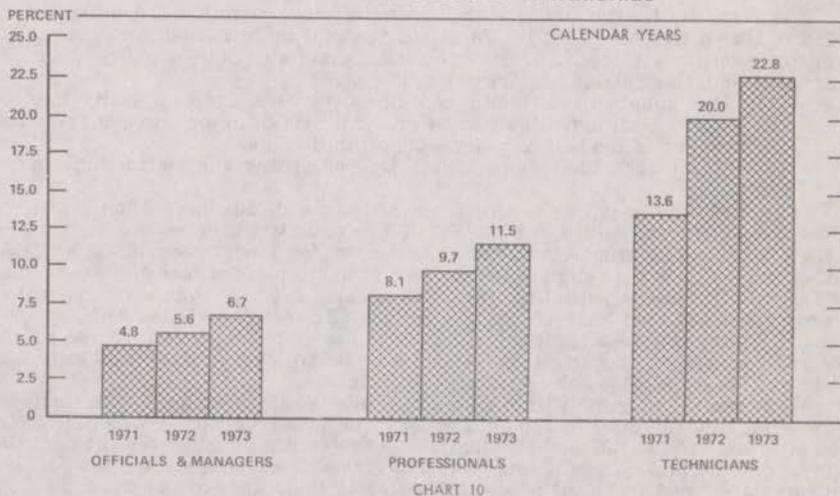
Since assuming responsibility from DOD for the contract compliance program, we have worked hard and made significant progress in minority and female utilization. Chart No. 9 shows the minority and female make-up of our contractors' work forces.

GODDARD SPACE FLIGHT CENTER CONTRACTOR WORKFORCE



Charts Nos. 10 and 11 show the utilization by our contractors of minorities and females in selected job categories.

GODDARD SPACE FLIGHT CENTER CONTRACTOR WORKFORCE MINORITIES IN SELECTED JOB CATEGORIES



GODDARD SPACE FLIGHT CENTER
CONTRACTOR WORKFORCE
WOMEN IN SELECTED JOB CATEGORIES

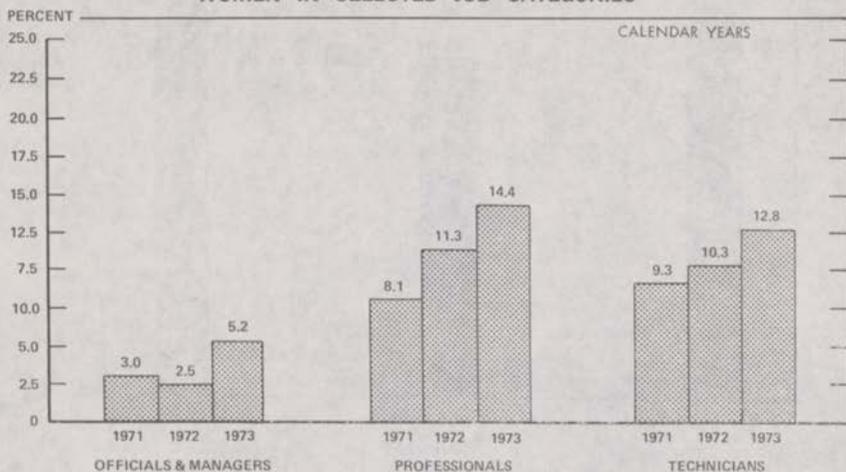


CHART 11

We expect to continue our progress in the utilization of minorities and women in all occupational areas and to assure that our contractors fulfill their requirements in all aspects of this program.

MINORITY BUSINESS ENTERPRISE PROGRAM

The authority for the minority business enterprise program is Executive Order 11625, issued October 13, 1971. To attain the goal of increased involvement of minority businesses, the NASA Procurement Regulation points out three primary areas of continuing and increasing effort. They are:

- (1) place minority individuals and minority-owned firms on source lists,
- (2) counsel such individuals and firms with respect to procurement policies and procedures and NASA business opportunities, and
- (3) inform such individuals and firms concerning sub-contracting opportunities.

The regulation also cites the assistance of the Small Business Administration (SBA) under Section 8(a) of the Small Business Act. This section authorizes the SBA to act as prime contractor to an agency for goods or services. The SBA then subcontracts with eligible and certified firms for performance of the contract.

At GSFC, the responsibility for implementation of the minority enterprise program is assigned to the Office of the Small Business Specialist. This is especially appropriate because Bidder Lists for all procurements are prepared there. Additionally, newly awarded contracts are reviewed by this Office, thus allowing recognition of possible sub-contracting opportunities.

We began the program with a mail-out to those firms in the local area certified by SBA, and having the capabilities for which we contract, requesting their application for the Bidders' Mailing List. As recognition and placement of these firms on our Bidder Lists began, their managements were also asked to visit the Center and meet technical people interested in their area of expertise. In this manner, our technical personnel became familiar with the capabilities of minority firms and can recommend their solicitation on a set-aside when a procurement is initiated. At the same time, the firms receive counselling from the personnel of the Small Business Office regarding Goddard procurement policies and procedures.

The life blood of our program is familiarity with a firm's capabilities by Goddard personnel who initiate requirements. Therefore, we arrange for demonstration of products at Goddard and of presentations on services offered. These demonstration/presentations are publicized throughout the Center to solicit appropriate attendance. During Small Business Week, a "Product/Service Fair" is held. Last year it featured 23 firms, several of which were minority-owned companies.

Congressman Cronin of Massachusetts was an honored guest during our fair last year. Plans are now underway for this year's fair, and we anticipate increased minority participation. The capabilities of minority firms are also publicized in our quarterly newsletter "The Crusade for Small Business." This is received by all elements of the Center and, in each edition, a quarter of the publication is devoted to small and minority sources and their capabilities.

We also identify minority firms by attending Business Opportunity Conferences. We attend those sponsored by the Office of Minority Business Enterprise throughout the Northeast, as well as those sponsored by the Baltimore Federal Executive Board.

As pointed out before, the Office of Small Business Specialist receives a copy of all executed contracts. To enhance sub-contracting opportunities, we send to each company receiving a contract \$100,000 or larger, a list of minority firms which might serve as sub-contracting sources. This is a fairly new program, and we can not yet measure the results.

As an indication of our progress with the minority business program, let me cite some statistics. In Fiscal 1972, there were four contract awards under Section 8(a) which totalled \$152,177. In Fiscal 1973, we had 15 actions totalling \$1,042,910. This is an increase of approximately 600 percent. For Fiscal 1974, we are forecasting awards of \$1.3 million under Section 8(a). Our awards have included monies from Research and Development, Resources and Program Management, and Construction of Facilities. They ranged from preventive maintenance to trajectory determination and ground operations control for a space satellite.

As our minority contracting program was fully implemented only in Fiscal 1972, we still have several areas in which work must be done. Our plans include, of course, continuation and fuller application of efforts already started. In addition, we are exploring methods which can be used to ensure further utilization of minority contractors by our prime contractors.

SUMMATION

Mr. Chairman, we appreciate this opportunity to present to the Committee a review of our aspirations, problems, and achievements in the field of Equal Employment Opportunity. We share with you a feeling of concern and commitment to a program which should enable this country to make maximum utilization of its human resources. Thank you.

Mr. McCLORY. I would like to hear how the women are faring.

Ms. SIDWELL. We at Goddard, have a continuing Federal women's program staffed on a part-time basis as you can notice in the full testimony that Dr. Clark has provided. Our Federal Women's Program Coordinator is a GS-13 mathematician. She is given the responsibility for looking after women at Goddard.

Within the personnel division we are concerned with the utilization of all people that we hire; and we attempt to assure that there is an adequate representation of women in that group.

Mr. McCLORY. Do you think this woman is doing a good job for the women?

Ms. SIDWELL. Yes; she is the one responsible for setting up the day-care center. Although she has only been recently appointed to this position, we expect her to do an excellent job.

Mr. McCLORY. And you think the Goddard group is doing all it can to help women?

Ms. SIDWELL. I wouldn't be here in this position if I didn't believe that. Of course, there is much more that we intend to do.

Ms. ROBINSON. Dr. McConnell, I wonder if you can tell the subcommittee whether you had ever conducted an EOP office on a full-time basis?

Dr. McCONNELL. Counsel, I have not directed an EOP office full time. I would like to add that, however, I have had a good deal of experience in civil rights and community action programs, and indeed, the requirements for EEO specialists do not state that it is necessary

to have done so. I would, if I might just add one point. I have been involved in the EOP and civil rights in line with my job, but when I was director at the technical center at NASA, the contract that operates our facility we established definite goals for minorities. That was within the context of my direction of that program and I think that shows we were involved.

During my tenure at Lewis Research Center I was recruiting engineers and prior to that I was president of the Heights Citizens for Human Rights. I have had operational experience in conducting human rights and community action programs.

Ms. ROBINSON. They were done on a part-time basis in conjunction at NASA?

Mr. McCONNELL. That's right, Ms. Robinson.

I did not, and do not feel, that my work in EOP ends at 5 o'clock when the workday ends.

Ms. ROBINSON. We can resume with the questionings now. On yesterday we heard testimony from the National Organization of Women and if I remember that testimony, I believe that they referred to it as an index to sexists. I wonder if your résumé of social action experience, we have an indication that in 1969 you were selected as an outstanding young man of the Cleveland Junior Chamber of Commerce. I am wondering if giving that award to you is an indication of your commitment to equal rights in view of the fact that the national policy of that organization is to exclude women from membership to this day?

Dr. McCONNELL. I cannot really comment on that. I am not prepared to comment on the junior chamber of commerce and their national policy. I believe that the award which I received in 1969 recognized my activities in human rights, with the Heights Citizens for Human Rights, which is a broadly representative community group. Indeed the majority of the membership of Heights Citizens for Human Rights was women. Women outnumbered men in the Heights Citizens for Human Rights by approximately 3 to 1, and I think the effectiveness of my leadership and the programs that we were able to accomplish in the Heights Citizens for Human Rights indicates my ability to work effectively with women, with concerned women and with active and creative women in that organization.

I believe that the award which I received in 1969 recognized not only my community activities, my activities with Heights Citizens along with other people in Heights Citizens, but also recognized certain professional achievements that I was lucky enough to accomplish up to that time.

I might also add that the Heights Citizens for Human Rights also received the Isaiah Award at just about that time from the American Jewish Committee, and the American Jewish Committee is of course composed not only of Jewish men but also Jewish women. I think that the awards that we were lucky enough to receive at that time recognized our accomplishments as opposed to representing the concerns exclusively of the American Jewish Committee or the concerns exclusively of the junior chamber of commerce.

Ms. ROBINSON. Thank you. In view of the fact of the commitment, did you ever launch any kind of protest, verbal or written, with the junior chamber of commerce, since you would be a person on whom they looked with favor and might have an opportunity to adopt a

leadership role and encourage them to change their membership policy?

Dr. McCONNELL. Ms. Robinson, I was not at that time nor have I been since that time a member of the junior chamber of commerce.

Ms. ROBINSON. No; I am not speaking as regards to membership. I am speaking as one who has been a recipient of an award that they gave to it would indicate that they would look upon you with favor and might be more willing to listen to a protest, for example, relative to this policy, and I am simply inquiring as to whether or not you made that effort?

Dr. McCONNELL. At the time of my consideration for that award in 1969, I was very actively involved in pursuing certain human rights activities with the Heights Citizens for Human Rights at that time and in other pursuits in the Cleveland area. It is a question of priorities and quite honestly, I did not at that time look into the membership policies of the Junior Chamber of Commerce. I had not researched it. As I say, I was not a member of that organization and indeed in 1968 and 1969 was not aware of their membership policies or practices.

Ms. ROBINSON. Well, in view of your new position and in view of the fact that you are now aware of that policy, would you be interested in contacting the national office and in stating a position relative to their membership policy that is consistent with the responsibilities that you are to carry out as the assistant administrator for equal opportunity as NASA?

Dr. McCONNELL. I see my primary responsibility, Ms. Robinson, as conducting equal employment opportunity programs within NASA.

Ms. ROBINSON. So that the answer to my question is no.

Dr. McCONNELL. I have not given the answer to your question, and if you will allow I will try to do so.

Ms. ROBINSON. I am concerned about the time, that is all.

Dr. McCONNELL. Well, I am also concerned about a complete answer. I see my primary responsibility as conducting the equal opportunity program within NASA and as such I will spare no effort to insure that equal opportunity programs are pursued vigorously within NASA.

I also feel a responsibility to insure that women and members of minority groups indeed have access to all the rights and privileges in our society, and as such I would be interested in doing so. But before making a commitment to do so, as is my practice, I would like to carry out my own personal investigation of the practices and procedures of the junior chamber of commerce. I would like to conduct my own personal investigation of the situation.

Ms. ROBINSON. Fine. I think that would be very helpful and I would be willing to share the information that I have secured with you.

Dr. McCONNELL. Thank you very much.

[In accordance with assurances given by the chairman, certain testimony presented for the record at this point was reviewed by the Chair. Because of the possibly defamatory nature of that testimony and the subcommittee's not having assessed its reliability in executive session, the testimony in question was deleted.]

Ms. ROBINSON. I would like to turn your attention to the situation that has arisen regarding the letting of two contracts involved in the Apollo Soyuz Space Shuttle program and letting two contracts to the University of California at Berkeley, and I would like to recap some

of the events that were involved in that and I would like to hear from you relative to those particular events.

Now, as I understand it, at the time there was consideration for those two contracts. It was the responsibility of the EEO office to contact other Government agencies to inquire as to the compliance record of higher educational institutions, this instance being the University of California at Berkeley.

I understand that there was a contract made to HEW and that NASA was informed at that time that the University of California at Berkeley was not in compliance with the requirements for affirmative action plan as laid out by the Department of Health, Education, and Welfare. I understand later on in the chain of events that a letter, or actually a telegram was sent to Dr. Fletcher of NASA indicating that as regards these two particular contracts that they had been exempted from the equal opportunity clause in view of the national interest involved with those contracts.

This would be a part of the regulation that allows exemption for national interest purposes and I have here a copy of that telegram that indicates that a carbon copy was sent to you.

Approximately the same time that this was occurring, NASA was being called before certain subcommittees on the Senate side as some of the events were occurring and I understand that on the Senate side Senator Proxmire asked that he be informed of any awards of contracts that might go to the University of California during a period of suspension, namely the period when the University of California at Berkeley would be deemed out of compliance.

Now I understand that an accord has been reached and that the contracts have been awarded but I would like to discuss with you to find out if you were aware of it, the following notation that appears on the bottom of a copy of that telegram that exempted on those two particular contracts. It reads as follows: it says "Tony," and as I have been able to read the NASA structure I think apparently that would be Mr. Tony Coretta, I believe the assistant procurement director. It says, "John Ford gave me a copy of this yesterday. Liz Fox in Legislative Affairs notified me that Senator Proxmire requires that NASA notify him of any award to be made to Berkeley during the period of suspension. If the Berkeley situation is going to be settled momentarily, we may avoid exposure to Proxmire by timing our awards accordingly," and it is signed "George."

And I am interested in learning from you if you are familiar with this and whether or not you support what is an apparent attempt to circumvent the desire and requests of a United States Senator relative to awarding of contracts during a period of suspension?

Dr. McCONNELL. First, let me review the situation with the University of California at Berkeley and place it in some perspective.

We contacted the University of California and we contacted HEW's Office of Civil Rights, referring to NASA's policy in compliance and our procurement regulations. We contacted HEW back in September. There was a delay and we were subsequently informed in January that HEW could not certify that University of California at Berkeley was in a state of compliance. We immediately notified our NASA installations that the University of California at Berkeley was not awardable. We subsequently stayed in contact with HEW as they pursued

various conciliation agreements and so forth, to help bring University of California at Berkeley into a state of compliance. A conciliation agreement was subsequently signed; however, we received notification from the Department of Labor that that conciliation agreement was not acceptable.

We then were in a very perilous state because the compliance agency was saying that they were awardable and the Department of Labor was saying that they were not. I then specifically contacted Mr. Phillip Davis, Director of the Office of Federal Contract Compliance, with a specific request asking for a determination on University of California at Berkeley's awardability. We have not yet received an answer to that request. The only response that we received was a national interest exemption for two Apollo-Soyuz experiment contracts from the Department of Labor. In our contacts with Labor we specifically said that NASA is not requesting any exemption for a contract to University of California at Berkeley. We feel that University of California at Berkeley must be in full compliance and must be in an awardable state in order to receive any contracts.

However, in conversations with Labor when we determined that the conciliation agreement had been signed and in view of this national interest exemption, there was then no longer a basis for holding up the two awards. Mr. Vecchietti and I coordinated on a telegram to the field saying that only these two awards could proceed; for other awards, University of California at Berkeley is still not in compliance. We have since been in telephone contact with the Department of Labor asking when, in view of all of the public pronouncements and in view of the press releases which make it appear that University of California at Berkeley is in compliance, they will be awardable.

We still do not have anything in writing from the Department of Labor which says whether or not the University of California is in compliance.

Now with regard to your specific notation from Mr. Coretta or to Mr. Coretta I am not aware of that. In fact from your description, it seems to me some kind of informal note on the bottom of something. I have not seen it.

Mr. SHAPLEY. With respect to the request from Senator Proxmire, I would just like to state for the record that Senator Proxmire as chairman of our Appropriations Subcommittee on the Senate side did not ask for advance notification. He asked to be kept informed and my information is that he was kept informed.

Ms. ROBINSON. Thank you. Is not the policy of NASA then to seek to circumvent the particular request—

Mr. SHAPLEY. Mr. Chairman, I would have to object to that question. That question reflects improperly on NASA's record in dealing with the chairman. We have always been forthcoming in keeping all of the committees informed on our actions. Our space launches are done in public and are put on television for the whole world to see, and they may fail, they may succeed. We do it in a fish bowl. Our operation is a fish bowl and we try to keep all our committees informed in the manner in which they wish; and I believe we have fulfilled that obligation.

Mr. EDWARDS. Thank you, Mr. Shapley. Our problem is now that the Members of Congress must go to the floor. If there are further

questions that we have—and I am sure we do have—of the people from NASA, we will invite you here again, also at the same time perhaps submit some questions to you in writing. But we thank you all for coming here today for your testimony.

We will recess now until 1:30, at which time we have two more witnesses.

[Whereupon, at 12:30 p.m., the subcommittee recessed to reconvene at 1:30 p.m. the same day.]

AFTERNOON SESSION

Mr. EDWARDS. The committee will come to order.

We are continuing this afternoon with our oversight hearings on NASA's equal opportunity program in employment. This afternoon, our first witness is Ms. Jo Marie DiMaggio, Federal Women's Coordinator for NASA Headquarters.

And with you, Ms. DiMaggio, is who?

Ms. DiMAGGIO. Ms. Diane Graham, formerly from NASA and currently from the U.S. Commission on Civil Rights, who will be assisting me in reading some of my exhibits.

Mr. EDWARDS. We welcome you both, and you may proceed.

And the gentleman on the right?

Mr. GARZA. Carlos Garza.

Mr. EDWARDS. Mr. Garza will testify in a few minutes.

You may proceed.

TESTIMONY OF JO MARIE DIMAGGIO, FEDERAL WOMEN'S COORDINATOR FOR NASA HEADQUARTERS, ACCOMPANIED BY DIANE GRAHAM, U.S. CIVIL RIGHTS COMMISSION

Ms. DiMAGGIO. Mr. Chairman and members of the Subcommittee on Civil Rights and Constitutional Rights, I am testifying before you as an individual in my own right, but who also happens to be an equal employment opportunity specialist at NASA and the Federal women's program coordinator for the headquarters, Washington, D.C., component of NASA.

I will be pleased to offer my testimony to the subcommittee if, indeed, this testimony, given according to my conscience, results in positive action for NASA, for the employees of NASA, and for all persons served by a need for equal opportunity programs.

I would like to begin by stating that toward the end of October 1973, a group of 68 concerned headquarters employees sent a petition to the Administrator of NASA. The petition expressed their deep grief over the loss of Ms. Ruth Bates Harris, at that time our strongest recognized equal employment opportunities advocate; and it expressed their concern for what would or would not become of the NASA equal opportunity program as a result of her firing.

On November 1, 1973, I received a letter from Dr. Fletcher, the NASA Administrator, requesting that I select 10 persons from among the signers of the petition to meet with him on Monday, November 5, 1973, to discuss with him our views and concerns.

This representative group of concerned employees drew up a listing of 12 items of concern and suggestions for improving the NASA equal

opportunity program. I would now like to give a brief status report on the care given our concerns and the implementation of suggestions.

Of the 12 points, according to my own judgment, I feel that 5 have been fully implemented, 5 have been implemented in part, and 2 have not been implemented.

Some of the types of concerns and suggestions that we are talking about were:

Implementation of our affirmative action plan items and accountability for those items. In a memo from Dr. Fletcher, dated Nov. 28, 1973, he has required that from all the top managers to report progress in reaching their affirmative action plan goals every 3 months.

Another one of our items was to get meaningful hiring goals for NASA. As you heard in earlier testimony, we have also gotten hiring goals at NASA this year for the first time.

Another suggestion was to establish a human resources council to discuss points of concern and views of the employees to the Administrator directly, without having to go through layers and layers of management before anything got to him directly. And he was agreeable to this, and we now have, as a result, in NASA Headquarters, an equal opportunities advisory group, it is called.

I do feel that the NASA Administrator himself has made a good faith effort in trying to respond to the employees' needs as presented to him on November 5.

However, I would like to relate some of my experiences having to do with the tone of management concerning equal opportunities and the people served by equal opportunity programs. I feel that the tone often set by management, as you will see in some of these examples, reflects at best a casual disregard for women and minorities and at worst a kind of Gestapo-type style. To begin, I would like to cite two examples of intimidation, which reflect a Gestapo-type bureaucratic machine.

Upon finding that I had talked with Ms. Phyllis McClure from the NAACP Legal Defense Fund and given her the names of persons who might be experiencing problems of discrimination, the Assistant Administrator for Equal Opportunity Programs, Dr. Dudley McConnell, ordered an investigation by the NASA Inspections Division of myself, Mr. Willie Gaither, the NASA EEO Complaints Coordinator; Mr. Alvin Anderson, EEO Officer at the NASA Langley Research Center; and Mr. Joe Atkinson, EEO Officer at the NASA Johnson Space Center.

Approximately 15 minutes after I walked out of the investigator's office of the Inspections Division on Monday morning, December 10, 1973, my supervisor, the headquarters EEO officer, Mr. Donald Lichty, called me into his office and asked me for the names of all the persons I had given to Ms. McClure of NAACP Legal Defense. When I refused, my job was threatened at least twice during the course of our approximately 30-minute conversation. Specific threats were as follows: The first threat was: Lichty, "Jo, If you think you are going to get anywhere this way—" Jo, "Where is anywhere, Don?" Lichty, "Anywhere in your job."

The second was: Lichty, "Jo, if you cannot work cooperatively with me in this office, your life is going to be dead as far as your job."

My concern is and was that if the persons in such positions as the Assistant Administrator for Equal Opportunity Programs and the headquarters EEO officer could so easily threaten and attempt to intimidate a person in my position, what threats and intimidations could be going on with other employees?

I would now like to cite a further example of intimidation of employees.

Some time later, when the headquarters EEO officer met with the EEO counsellors to inform them that Ms. McClure of the NAACP Legal Defense Fund would be contacting them to talk to persons having discrimination complaints, the counsellors were advised that the Office of General Counsel had taken the position that anyone talking to Ms. McClure on the clock would have to have a third party from management present—either the headquarters EEO officer, Mr. Don Lichty; the headquarters Federal Women's Program Coordinator; or someone from the Office of General Counsel.

The third party management person was presented as a protection against the NAACP Legal Defense Fund person who was likened to a reporter who could get one into trouble with management by misquoting or taking statements made out of context. The third party person was to take notes on what was being said.

Mr. Chairman, I submit that having third party representation from management there while an individual was trying to explain his or her complaint to an NAACP Legal Defense Fund person would certainly threaten and intimidate him or her, and I believe that you can get corroborative statements on this from three other counsellors who were also present at the meeting, Ms. Lillian Levy, Mr. Bill Wallace, and Ms. Liz Fox.

I would now like to talk about examples of indignities to women, starting with the treatment of Ms. Ruth Bates Harris, a nationally recognized person in the field of human relations. On August 16, 1971, she was given an official job offer, an excepted position as Director of the Equal Employment Opportunity and Contract Compliance Office. Within 2 weeks, she suffered a reduction in rank to Deputy Director without ever having come on board at NASA.

Again, when the Office of Equal Employment Opportunity and Contract Compliance was elevated to the Assistant Administrator level, Ms. Ruth Bates Harris was bypassed. Although she has had many years of experience directing and managing human relations programs for the Montgomery County School System and the District of Columbia, a male with comparatively negligible, if any, specialized experience as a functional manager in this field received the Assistant Administrator position.

I would also like to relate that within 4 months after Dr. McConnell was appointed Assistant Administrator for Equal Opportunity Programs, the first professional staff member left the office. Between this time, August 1973, and March 1974, a period of 7 months, six professional staff members, approximately 60 percent of the professional staff, and the lead secretary left that office either voluntarily or, in the case of two of them, involuntarily. All seven left under rather unhappy circumstances.

I have some recommendations to prevent this kind of thing from happening. One, close observation of the attrition rates of each office.

Two, report of unusually high attrition rates to the management official above the level being reviewed.

Three, annual performance appraisals of supervisors and managers by employees with provision for continuing or interim appraisals when called for. Appraisals between supervisors and employees should be a mutual experience.

Four, release of managers and supervisors from their managerial and supervisory responsibilities who—through such things as unusually high attrition rates, poor employee appraisals, or by other means—have demonstrated a lack of sensitivity and skill in sound supervisory and management practices.

I would now like to cite some examples of insensitivity that I feel directly affect persons being served by equal opportunity programs.

When 11 concerned employees met with the Administrator of NASA to discuss their views and concerns for the NASA EEO program, one of the concerns mentioned was that a number of employees, particularly women, had had problems with the new Assistant Administrator, Dr. Dudley McConnell. The Administrator did not delve into what the problems were with an attempt to assess their significance. Instead, he replied that he knew of Dr. McConnell's problems, but that people could learn and Dr. McConnell would learn, and he thought that we would see a change in Dr. McConnell.

I would now like to ask Ms. Diane Graham to read a few examples of problems that women have had with Dr. McConnell.

[At this point Ms. Graham and Ms. DiMaggio discussed the material which was deleted, on p. 75, and their reference to that material is not included.]

Ms. GRAHAM. The next exhibit (No. 15) is a memo written by Dr. McConnell to Mr. F. George Drobka concerning an employee under Mr. Drobka's supervision. The memo states:

Based upon the performance evaluation with Ms. Smith, would you please give a few highlights which lead to your appraisal of Ms. Smith?

Attached to that is a copy of a memorandum which was written by Mr. Drobka to Dr. McConnell, in which he summarizes his reasons for confirming that Ms. Smith is eligible for the within-grade that he had proposed for her. His final paragraph includes a statement:

Furthermore, I believe it would be prejudicial to Ms. Smith, the only woman classified at the professional level in KSI, to single her out by a listing of highlights, formally or informally, when the step increases provided over the past 21 months to the male professionals, Mr. DeSimone, Mr. Young, Mr. Watson, in KSI, were awarded without prior challenge for certification beyond agency requirements.

I think the significance of that particular exchange of correspondence is that a professional woman on the staff of Dr. McConnell was being singled out for different treatment concerning within-grades than were the men.

The next exhibit (No. 16) concerns denial of a trip by Dr. McConnell to a woman professional on his staff. This memo was written by the woman to record her exchange and what she indicates here is that she was given to believe that the reason she was not allowed to make the trip to Russia was as a disciplinary action for not taking a course as suggested by Dr. McConnell. She relates this instance:

Dr. McConnell called me into his office and for 30 minutes or more explained to me why he was sending Mr. Matthews to Moscow rather than me. In essence,

I was to be disciplined because I had not jumped at his command, and as my supervisor he had three choices: one, withhold my within-grade; two, fire me; three, withhold plums. They that do, get, and they that don't, don't.

In other words, the thrust of this memo is that this particular woman was being denied a "plum" as a disciplinary measure for the fact that she had not taken a course that Dr. McConnell had directed her to. She also indicates in the memo that it was her understanding that she and Dr. McConnell had reached agreement about her taking the course, and says she was quite surprised at being subjected to this disciplinary measure.

The next exhibit (No. 17) refers to an office memorandum. A female staff member of Dr. McConnell, Ms. Kay Vogleurde, maintains that a note on the bottom of the memorandum written by Dr. McConnell had a sexist overtone. The note attributes her graciousness to her "allure" implying sexual flirtation.

The next exhibit (No. 18) concerns another denial of a trip by Dr. McConnell to a female staff member. The incident involves the last minute cancellation by Dr. McConnell of a carefully planned trip of some importance by the staff member and despite the approval of the trip by her supervisors.

The final exhibit (No. 19) is a separation evaluation which employees who leave an agency are requested to fill out when they leave. This was filled out by Mr. Robert Reece, who worked in the information systems as a computer specialist under Dr. McConnell. His comments are all underlined:

All employees I work with whom I know well enough to discuss personal topics with are seeking employment elsewhere, outside the Scientific and Technical Information Office. Many secretaries have left this office recently.

However, the only reason secretaries have left rather than professionals is because of the difficulty of professionals finding other jobs. Something should be done about the widespread dissatisfaction in this office. It is not a situation in which there are a few disgruntled employees but a situation where almost all employees are extremely dissatisfied.

Ms. DiMAGGIO. I would like to remark that considerable dissatisfaction with Dr. McConnell's management ability has been voiced not only by the staff of his present office—EEO programs—but also by the staff of his former office—the Scientific and Technical Information Office.

I would like to go on to something else now.

To my knowledge, when disparaging statements about women appeared in magazine and newspaper articles and were attributed to such NASA representatives as Astronaut Lovell and Dr. Charles Berry—whether taken out of context or not—NASA has not found such disparagements to women important enough to correct in the public news media. This was referred to yesterday by Ms. Salinas from NOW, as well.

I would also like to talk about the way statistics are handled and presented at NASA concerning equal opportunities program.

At an organization and management status review, mid-level management meeting, held last summer, the director of headquarters administration presented the statistics for headquarters promotions in the following way.

Mr. EDWARDS. I must interrupt you, because the members have to go vote, and we will recess briefly.

[A brief recess was taken.]

Mr. EDWARDS. The meeting will come to order.

Ms. DiMaggio, you may continue, please.

Ms. DiMaggio. Thank you, Mr. Chairman.

I will start my last item again, concerning the way statistics are presented that affect the equal opportunity program.

At an organization and management review, which is a mid-level management meeting, held last summer, the director of headquarters administration presented the statistics for headquarters promotions in the following way: "In fiscal year 1973, there were 67 promotions in headquarters, 51 of which were women." And that turns out to be, I believe, 77 percent, which was mentioned, so that it looked like women had nothing to complain about, they were getting 77 percent of all the promotions.

But, until questioned by myself, because I happened to be at the meeting at the time, I am not usually at these meetings, however, there was no attempt made by either the director of headquarters administration, who was presenting the statistics, or by the attending managers to delineate further these statistics. When the statistics were questioned, it was found that out of 51 promotions to women, 49 went to women in the clerical and secretarial job categories. Only two of the women receiving promotions were in professional job categories as compared to all 16 of the men who received promotions. An obvious statistic which did not come out was that professional men to professional women received promotions 8 to 1.

Another example of how statistics with implications for EEO are poorly presented can be found in the current draft of the headquarters affirmative action plan for 1974. The action item in the plan reads that over the past year, Spanish-surnamed Americans have increased at NASA Headquarters by one-third. It does not show the concomitant figure of the two or three Spanish-surnamed Americans actually hired who make up this seemingly big increase of one-third.

I submit that statistics, if they are going to be meaningful for EEO, have to highlight the total truth of the situation and not submerge it.

Another experience which I would like to point out, is that the headquarters equal employment opportunity officer, even after repeated objections of the Federal women's program coordinator, continues to refer to self-supporting women, ages 20 through 60, as "girls." The term "girls" was last used by him to refer to women of various ages in a meeting which took place on March 7, while he was attempting to counsel the manager of an office concerning a discrimination complaint registered by a woman.

Let me indicate part of this casual disregard for women in another way. The guideline for the headquarters affirmative action plan which was written by the headquarters EEO officer and attached to Dr. Fletcher's memo dated November 28, 1973 on the affirmative action plan for 1974, reads as follows in section 3 on upward mobility and career development: "Particular attention should be given to the career development of women and minorities, grades 10 through 13, who have talent and potential for further career development and mobility."

One problem with this is that concern for programs of career development seems to end at the 13 level. I feel very strongly that GS 14 women were specifically excluded from concern of career develop-

ment, because it happens to be that at this stage they are much more competitive with professional men. When I attempted to correct the slighting of women at the 14 level by introducing an action item in the headquarters affirmative action plan that dealt with establishing management development programs for women GS 11 through 14, there were three men at the meeting and myself. I did not get any support for this idea of establishing a management development program for women through grade 14.

I was the only woman there, and I was also outranked. And I argued until I was blue in the face that women do not have the opportunity to go past certain levels, and why were they topping off women at the 13 or 14 level. When I asked the rationale for not supporting me in setting up a program such as this for an affirmative action plan item, the two answers that I received were: one, it is discrimination because you are not setting up an equal program for men. I responded that they failed to realize that men have these opportunities constantly and that most all of our men at NASA are at the 15 level. If you look at a bar chart showing headquarters statistics on grade levels, you will find that the greatest percentage of men are at the 15 level. Therefore, it is not discrimination to set up a special program to help women in their career development to get to that level.

Two, the other answer that I was given for nonsupport of this particular program was that we could do it in other ways. I responded that implications still remain that when a professional woman begins to be competitive with professional men, equal opportunity efforts become too threatening and must be cut off.

Mr. Chairman and members of the committee, I hope that some of the examples given you have set the tone reflecting the pattern of management with which people committed to EEO have to deal, and with which people supposedly served by EEO programs have to deal.

I am fully appreciative of this subcommittee's interest in, and I hope active support of, civil rights.

Thank you very much.

[The prepared statement of Ms. DiMaggio with exhibits follows:]

STATEMENT OF JO DIMAGGIO ON NASA'S EQUAL OPPORTUNITY PROGRAM

Mr. Chairman and members of the Subcommittee on Civil Rights and Constitutional Rights, I am testifying before you as an individual in my own right, but who also happens to be an EEO Specialist at NASA and the Federal Women's Program Coordinator for the Headquarters, a Washington, D.C., component of NASA.

I will be pleased to offer my testimony to the Subcommittee if, indeed, this testimony given according to my conscience, results in positive action for NASA, for the employees of NASA, and for all persons served by a need for equal opportunity programs.

I would like to begin by stating that toward the end of October, 1973, a group of 68 concerned Headquarters employees sent a petition to the Administrator of NASA. The petition expressed their deep grief over the loss of Ms. Ruth Bates Harris, at that time our strongest recognized equal employment opportunities advocate; and it expressed their concern for what would or would not become of the NASA Equal Opportunities Program [see Exhibit 1].

On November 1, 1973, I received a letter from Dr. Fletcher, the NASA Administrator, requesting that I select 10 persons from among the signers of the petition to meet with him on Monday, November 5, 1973, to discuss with him our views and concerns [see Exhibit 2].

This representative group of concerned employees drew up a listing of 12 items of concern and suggestions for improving the NASA Equal Opportunity Program [see Exhibit 3]. I would now like to give a brief status report on the care given our concerns and the implementation of suggestions.

SUMMARY OF THE CARE GIVEN TO EMPLOYEES' CONCERNS AND IMPLEMENTATION
OF THEIR SUGGESTIONS

Item 1. Confidence, Commitment, and Results.—(See Exhibit 4, Memorandum from the Administrator, Subject: Headquarters Affirmative Action Plan for 1974, dated November 28, 1973, and Exhibit 5, Memorandum from the Administrator, Subject: Employees' Suggestion Pertaining to EEO, dated January 25, 1974.)

Item 2. Affirmative Action Plan Implementation.—(See Exhibit 4 above.)

Item 3. Hiring Goals.—(See Exhibit 6, Memorandum from the Administrator to all NASA Employees, dated November 2, 1973. Exhibits 7, 8 and 9, Memoranda from the Assistant Administrator of Equal Opportunity Programs to Associate Administrators for the Office of Manned Space Flight, dated February 5, 1974; Associate Administrator for the Office of Aerospace Technology, dated February 5, 1974; and the Associate Administrator for the Office of Space Science, dated February 25, 1974; Subject: Internal Management Targets for Increasing Minority and Female Employee Representation in the NASA Work Force. Exhibit 10, Memorandum from the Assistant Administrator for Equal Opportunity Programs to the Associate Administrator for Organization and Management, Subject: Internal Management Targets for Increasing Minority and Female Employee Representation in the NASA Work Force, dated March 1, 1974.)

Item 4. Statistical Analysts.—As far as I know, this suggestion has not been communicated to our EEO staffs in the field to ascertain their need.

Item 5. Recruitment Efforts.—(See Exhibit 11, Attachment 1, to the Administrator's memorandum, dated February 26, 1974, entitled "Status of Actions Related to Employees' Suggestions on EEO." Also, you may contact Mr. Dave Walden, Special Assistant to the Director of Personnel, for the exact recruitment plan.)

Item 6. NASA Federal Women's Program Coordinator.—A rating panel has met and accomplished the rating of applications for the NASA Federal Women's Program Coordinator position.

Item 7. Upward Mobility Program.—(See Exhibit 11, Attachment 1, as cited for Item 5 above.)

Item 8. Human Resources Council.—(See Exhibit 12, HQMI 1152.2, dated February 5, 1974. Subject: Headquarters Employees EEO Advisory Group.)

Item 9. NASA's EEO Council.—(See Exhibit 11, Attachment 2, Subject: NASA Equal Opportunities Council/Establishment of the Revised Role and Membership, dated February 12, 1974.)

Item 10. NASA Incentive Awards Board and Personnel Management Review Committee.—(See Exhibit 11, Attachment 1, as cited for Items 5 and 7 above.)

Item 11. Equal Employment Opportunity Conference.—(See Exhibit 11, Attachment 1, as cited for Items 5, 7 and 10 above.)

Item 12. Conclusion.—(See Exhibits 4 through 12 as cited above.) If further analysis is desired, it can be provided for the record upon request.

In concluding this portion of my testimony, I would like to say, from my own personal point of view, that I do feel that the Administrator of NASA has demonstrated a good faith effort in his attention to employee concerns as brought before him on November 5, 1973.

However, there are other concerns and suggestions for improvement to which I would like to draw your attention. These are examples of intimidation of employees, indignities to women and minorities, and insensitivity to women and minorities.

EXAMPLES OF INTIMIDATION OF EMPLOYEES

(a) Upon finding that I had talked with Ms. Phyllis McClure from the NAACP Legal Defense Fund and given her the names of persons who might be experiencing problems of discrimination, the Assistant Administrator for Equal Opportunity Programs ordered an investigation by the NASA Inspections Division of myself, Mr. Willie Gaither, the NASA EEO Complaints Coordinator; Mr. Alvin Anderson, EEO Officer at the NASA Langley Research Center; and Mr. Joe Atkinson, EEO Officer at the NASA Johnson Space Center. Approximately 15 minutes after I walked out of the Investigator's Office of the Inspections Division on December 10, 1973, my supervisor, the Headquarters EEO Officer, called me into his office and asked me for the names of all the persons I had given to Ms. McClure. When I refused, my job was threatened at least twice during the course of our approximately thirty-minute conversation. Specific threats were as follows:

(1) "Jo, if you think you're going to get anywhere this way . . ." "Where is anywhere Don?" "Anywhere in your job."

(2) "Jo, if you can't work cooperatively with me in this office, your life is going to be dead as far as your job" [see Exhibit 13].

My concern is and was that if the person in such positions as the Assistant Administrator for Equal Opportunity Programs and the Headquarters EEO Officer could so easily threaten and attempt to intimidate a person in my position, what threats and intimidations could be going on with other employees.

(b) When the Headquarters EEO Officer met with the EEO counsellors to inform them that Ms. McClure of the NAACP Legal Defense Fund would be contacting them to talk to persons having discrimination complaints, the counsellors were advised that the Office of General Counsel had taken the position that anyone talking to Ms McClure on-the-clock would have to have a third party from management present—either the Headquarters EEO Officer, the Headquarters Federal Women's Program Coordinator, or someone from the Office of General Counsel.

The third party management person was presented as a protection against the NAACP Legal Defense Fund person who was likened to a reporter who could get one into trouble by misquoting or taking statements made out of context. The third party person was to take notes on what was being said.

EXAMPLES OF INDIGNITIES TO WOMEN AND MINORITIES

(a) Witness the treatment of Ms. Ruth Bates Harris, a nationally recognized woman in the field of human relations. On August 6, 1971, she was given an official job offer—excepted position as Director of the Equal Employment Opportunity and Contract Compliance Office. Within two weeks, she suffered a reduction in rank to Deputy Director without ever having come on board.

(b) Again, when the Office of Equal Employment Opportunity and Contract Compliance was elevated to the Assistant Administrator level, Ms Ruth Bates Harris was by-passed. Although she has had many years of experience directing and managing human relations programs for the Montgomery County School System and the District of Columbia, a male with comparatively negligible, if any, specialized experience as a functional manager in this field received the Assistant Administrator Position.

(c) Within four months after Dr. McConnell was appointed Assistant Administrator for Equal Opportunity Programs, the first professional staff member left the office. Between this time, August, 1973, and 7 months later, March, 1974, six professional staff members (approximately 60 percent of the professional staff) and the lead secretary left that office either voluntarily or forcefully.

SUGGESTIONS FOR IMPROVEMENT

1. Close observation of the attrition rates of each office by the servicing Personnel Management Specialist.

2. Report of unusually high attrition rates to the management official above the level being reviewed.

3. Annual performance appraisals of supervisors and managers by employees with provision for continuing or emergency appraisals when necessary. Appraisals between supervisors and employees should be a mutual experience.

4. Release of managements and supervisors from their managerial and supervisory responsibilities who—through unusually high attrition rates, poor employee appraisals, or by other means—have demonstrated a lack of sensitivity and skill in sound supervisory and management practices.

(d) There seems to be a backlash movement among some managers who, as reported to me by a substantial number of women, consistently put off and generally try to avoid female employees when they attempt to inquire about promotions or enhancement of their careers.

EXAMPLES OF INSENSITIVITY TO WOMEN AND MINORITIES

(a) When 11 concerned employees met with the Administrator of NASA to discuss their views and concerns for the NASA EEO Program, one of the concerns mentioned was that a number of employees, particularly women, had had problems with the new Assistant Administrator for Equal Opportunity Programs [see Exhibit 3]. The Administrator did not delve into what the problems were with an attempt to assess their significance. Instead, he replied that he knew of Dr. McConnell's problems, but that people could learn and Dr. McConnell would learn, and he thought we would see a change in Dr. McConnell [see Exhibits

14, 15, 16, 17, 18 and 19 as a few examples of problems experienced by employees with Dr. McConnell].

(b) To my knowledge, when disparaging statements about women appeared in magazine and newspaper articles and were attributed to such NASA representatives as Astronaut Lovell and Dr. Charles Berry (whether taken out of context or not), NASA has not found such disparagements to women important enough to correct in the public news media.

(c) At an Organization and Management Status Review (mid-level management meeting) held last summer, the Director of Headquarters Administration presented the statistics for Headquarters promotion like this: "In FY 73, there were 67 promotions in Headquarters, 51 of which were women." Until questioned by the Headquarters Federal Women's Program Coordinator, there was no attempt made either by the Director of Headquarters Administration, who was presenting the statistics, or by the attending managers to delineate further these statistics. When the statistics were questioned, it was found that out of 51 promotions to women, 49 went to women in the clerical and secretarial job categories. Only two of the women receiving promotions were in professional job categories as compared to all sixteen of the men who received promotions [see Exhibit 20].

Another example of how statistics with implications for EEO are poorly presented can be found in the current draft of the Headquarters Affirmative Action Plan for 1974. The action item in the plan reads that over the past year, Spanish surnamed Americans have increased at NASA Headquarters by one-third. It does not show the concomitant figure of the two or three Spanish surnamed Americans actually hired who make up this seemingly big increase of one-third [see Exhibit 21].

Another favorite ploy in the statistics game when comparing data concerning grade levels of women or minorities is to form various groupings of those grade levels. Thus, manipulation of the resulting data is quite easy to put over on the untrained, casual, or uncaring observer [see Exhibit 22].

SUGGESTIONS FOR IMPROVEMENT

In order for statistics with implications for EEO to be meaningful, they must be presented in a manner which will highlight the truth of the total situation, not submerge it. An order from top management to this effect might be useful.

(d) The Headquarters EEO Officer, even after repeated objections from the Federal Women's Program Coordinator, continues to refer to self-supporting women, ages 20 through 60, as "girls."

The term "girls" was last used by him to refer to women of various ages in a meeting which took place on March 7th. He was attempting to counsel the manager of an office on a discrimination complaint registered by a woman.

(e) The Patent Division of the NASA Office of General Counsel directly contacted each of the university law school placement offices in the area concerning a position in that office, except for Howard University Law School Placement Office which I was to contact. When I asked Mr. Dale Parker, head of the Patent Division, why his office had directly contacted all the other university law schools and left Howard University to the EEO Office, he replied that he would have been glad to contact Howard University but Mr. Lichty, the Headquarters EEO Officer, offered to do that himself.

Another time when a young woman lawyer called me about some positions in the Office of General Counsel and found that I was someone from the EEO Office, she asked, "Do they just want a woman or do they want a lawyer?"

I submit that using the EEO Office as an intermediary between possible candidates and the selecting office is not only a waste of time, but an indignity to potential candidates.

SUGGESTIONS FOR IMPROVEMENT

Direct recruiting should be done by the offices having the positions with the help of Personnel Staffing Specialists. The EEO Office should not be involved in the actual recruitment for offices, but in assisting in the development of recruitment referral resources for minorities and women.

For information on various types of problems experienced by women in the NASA Field Centers, please request statements from:

Ms. Anita Davis and Ms. Anne McClung, NASA Johnson Space Center, concerning an investigation initiated as a form of reprisal.

Ms. Kathleen McEntyre, NASA Flight Research Center, concerning the non-responsiveness of management to forming a Federal Women's Program Committee.

Ms. Anne Grainger, NASA Marshall Space Flight Center, concerning the consistent use of posters exhibiting women in the Center despite persistent protests by women.

Ms. Grace Accerman from Marshall Space Flight Center concerning published statements from the MSFC EEO Officer objecting to her aggressive advocacy of women's equality. (Ms. Accerman has a discrimination complaint which is currently at the post-hearing stage and involves more than these statements which, I believe, can be obtained from the hearing transcripts.)

Ms. Mary King and Ms. Millie King, Kennedy Space Center, concerning the refusal of management to pay for the fees of a training course designed especially to assist the Federal women working in that area.

I am fully appreciative of this Subcommittee's interest in and active support of civil rights and constitutional rights.

Thank you very much.

EXHIBIT 1

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C.

To: The administrator.

From: Concerned employees.

Subject: Loss of Ms. Ruth Bates Harris from NASA.

We are deeply grieved at NASA's loss of Ms. Ruth Bates Harris. We have known her as our staunchest supporter and advocate of equal opportunities for women and minorities at NASA.

Her loss has shaken our faith in NASA's dedication to the Equal Opportunity Program and has stimulated serious concerns on the part of many employees. Because of this we would appreciate an official statement of reaffirmation from you to all NASA employees which will outline both NASA's real policies affecting equal opportunities for women and minorities and a description of the positive steps being taken to strengthen these opportunities.

Thank you for your consideration of our concern.

EXHIBIT 2

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., November 1, 1973.

Ms. Jo MARIE DI MAGGIO,
Emergency Planning Office,
National Aeronautics and Space Administration,
Washington, D.C.

DEAR Ms. DI MAGGIO: Before responding fully to the memorandum on the subject "Loss of Mrs. Ruth Bates Harris from NASA," I believe it would be useful if we could meet to discuss the matter and to hear your views and concerns.

Since you are the Headquarters Federal Women's Program Coordinator and the first person to sign the memorandum, I would like to ask for your help. Could you suggest approximately 10 other signers of the memorandum who would like to meet with me. I would then plan to meet with you and the others whom you suggest in my office on November 5, 1973, from 2:30 p.m. to 3:15 p.m., if this is convenient.

I would appreciate it if you could call my office with the suggested list of names as soon as possible, so that I can invite them.

Sincerely,

JAMES C. FLETCHER, Administrator.

EXHIBIT 3

POINTS OF CONCERN AND SUGGESTION FOR IMPROVING THE EQUAL OPPORTUNITIES PROGRAM OF NASA

1. Confidence, Commitment, and Results.
2. Affirmative Action Plan Implementation.
3. Hiring Goals.
4. Statistical Analysts.
5. Recruitment Efforts.
6. NASA Federal Women's Program Coordinator.
7. Upward Mobility Program.
8. Human Resources Council.
9. NASA's EEO Council.
10. NASA Incentive Awards Board and Personnel Management Review Committee.
11. Equal Employment Opportunity Conferences.
12. Conclusion.

1. CONFIDENCE, COMMITMENT, AND RESULTS

Employees have had continued confidence in the demonstrated commitment of Ruth Bates Harris to equal opportunities for women and minorities.

Since her departure, employees lack the confidence that there is anyone in top management committed to obtaining results in equal opportunity program at NASA.

A number of us, in particular women, have had problems with Dr. McConnell thus jeopardizing the confidence we needed to have in him.

However, as our primary concern is with obtaining results for equal opportunities in NASA, we are asking you, the Administrator, along with your top staff, the Deputy, and associate and assistant administrators, to become more directly involved with, and supportive of, the human resources for NASA.

For instance, we recently observed the tremendous effectiveness in obtaining noteworthy, positive results in the Combined Federal Campaign effort. We feel that if the Administrator and his top staff would give the same kind of personal attention and support to our Equal Opportunities Program as was given the CFC this year, we would then also see noteworthy, positive results in NASA's equal employment opportunity efforts.

2. AFFIRMATIVE ACTION PLAN IMPLEMENTATION

There must be accountability for, and enforcement of the affirmative action plan items.

3. HIRING GOALS

The Administrator should express his personal commitment to meaningful goals which will make a statistical difference, and communicate this commitment to top and mid-level management.

4. STATISTICAL ANALYSTS

There is a need for the expertise of a statistical program analyst in each NASA EEO Office to monitor and guide the implementation of setting goals for a significantly effective equal opportunity program.

5. RECRUITMENT EFFORTS

A full-time recruiter experienced in recruiting minorities and women for professional positions throughout the agency is an EEO necessity.

Also, goals should be set for the executive recruiter in bringing minority and female candidates to the attention of the Administrator for filling executive level positions.

6. NASA FEDERAL WOMEN'S PROGRAM COORDINATOR

Immediate action should be taken to fill the position of full-time NASA Federal Women's Program Coordinator. This position should be classified at the GS-14 level with GS-15 potential. The person in this position must be able to show a track record in human rights, with particular emphasis on women's rights.

In order to instill confidence among employees and management served by the person in this position, it is requested that the selection panel be comprised of an equal number of management and female employee members. The female panel members should be selected by the Headquarters Federal Women's Program Committee.

7. UPWARD MOBILITY PROGRAM

There must be positive commitment to the continuation of the Headquarters Upward Mobility Program for FY 75.

There should also be implementation of formal upward mobility programs in all NASA field centers by the beginning of FY 75.

8. HUMAN RESOURCES COUNCIL

There should be established a NASA Human Resources Council or group of employees including minorities and women which would meet at least semi-annually with the Administrator to discuss employee views and concerns.

As things stand now, it took a crisis for the Administrator and a group of employees to have the opportunity of getting together to discuss their views and mutual concerns.

9. NASA'S EEO COUNCIL

Points of concern:

NASA's EEO Council has not met since March 1973.

Representation on the Council has been exclusively upper management.

Many of the recommendations of the Council went the way of Affirmative Action items (got lost in the system somewhere).

Suggestions:

NASA's EEO Council should be reinstated or reestablished.

The Council's membership should be more reflective of all levels of NASA's workforce.

The Council should have authority to require implementation or follow-through of its recommendations.

10. NASA INCENTIVE AWARDS BOARD AND PERSONNEL MANAGEMENT REVIEW COMMISSION

There should be a broader representation of women and minorities on the above mentioned Board and Committee. Hopefully, there would be more than a token of one or two on each.

11. EQUAL EMPLOYMENT OPPORTUNITY CONFERENCES

There should be an annual or bi-annual continuation of NASA equal employment opportunity conferences.

12. CONCLUSION

In summary, and to quote Dr. McConnell's management philosophy, "management by objectives" is fine; but unless positive mechanisms are built into the system to accomplish these objectives, they are mere empty words of no use. This is why our views and concerns as expressed in this paper have focused on what we feel are some necessary, positive mechanisms for an effective equal opportunity and human resources program.

EXHIBIT 4

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., November 28, 1974.

MEMORANDUM

To : See distribution.

From : A/Administrator.

Subject : Headquarters affirmative action plan for 1974.

The Headquarters Equal Employment Opportunity Affirmative Action Plan (AAP) for 1974 will require each of you to prepare a concise office AAP covering primarily recruitment and placement goals, career development, and upward mobility for women and members of racial minority groups. For a large enough work force to be able to set feasible goals, Mr. Shapley's plans will cover the Offices of DOD and Interagency Affairs, Legislative Affairs, and International Affairs. Mr. Clements' plan will cover the Administrator's Office, Equal Opportunity Programs Office, and all elements reporting directly to Dr. Newell.

If you expect to have few opportunities for outside hires in 1974, stress should be placed on placement goals through career development and upward mobility programs for your present employees. Enclosed are brief guidelines for the preparation of your plan. Also, the Office of Equal Opportunity Programs, the Office of Personnel, and the Headquarters Equal Employment Opportunity Office are available to help in any way they can.

It is requested that you submit your plan to me for approval by December 31, 1973, with an information copy to the Director, Headquarters Administration. The cumulative goals and objectives of all approved office plans will be incorporated in the overall Headquarters plan.

In addition to written reports that will be required by the Headquarters AAP for 1974, you will submit verbal reports to me each quarter. Associate Administrators will report at Weekly Program Management Meetings, and Assistant Administrators will report at Weekly Staff Luncheons. Mr. Clements will schedule when verbal reports will be submitted.

The Headquarters Equal Employment Opportunity Office will maintain a status chart to reflect the progress of all offices in achieving their goals. Your cooperation is requested to provide any information necessary to post the chart which will serve as a point of reference during the submission of verbal reports.

Both Dr. Low and I have stressed repeatedly our strong support for equal employment opportunity. The above should be an effective means of providing this support within the Headquarters.

JAMES C. FLETCHER.

GUIDELINES FOR EEO AFFIRMATIVE ACTION PLANS FOR HEADQUARTERS PROGRAM
AND STAFF OFFICES

1. IDENTIFICATION AND ASSESSMENT OF EQUAL EMPLOYMENT OPPORTUNITIES

The first step in affirmative action plan (AAP) development is to identify where equal employment opportunities exist or can be enhanced in the office. Do predominantly all male or all white office elements provide opportunities for placement of women or minorities? Can steps be taken to raise the grade level of women and minorities? Can employees whose skills are underutilized be assigned additional duties, or if in dead-end positions, be placed in another career ladder? Will additional training or counseling of both supervisors and employees improve attitudes to foster equal employment opportunities and a more viable working environment? Affirmative answers to questions such as these should translate into positive actions.

This step is extremely important. Unless the AAP honestly recognizes and deals with equal employment opportunities and involves line management, it will not produce desired results.

2. GOALS AND TIMETABLES

Establishing numerical goals and timetables for recruitment, placement and employee upward mobility is a required management concept and part of the development of affirmative action plans. Subject to higher level reviews, goals should be set by the lowest practicable level of management to assure that they are both reasonable in terms of manpower needs and employees' skills and career objectives and challenging in terms of the desired change.

3. UPWARD MOBILITY AND CAREER DEVELOPMENT

The plan should include action items designed to make full utilization of the present skills of employees as well as action items to identify the training and education needs of lower grade employees. Planned counseling sessions to develop objectives of mutual interest to management and the employee should be required. Particular attention should be given to the career development of women and minorities in grades 10 to 13 level positions who have the talent and potential for further development and mobility.

4. RECRUITMENT AND PLACEMENT

Recruitment and placement goals should be established for:

a. Increase in the number of minority permanent employees.

b. Increase in women or minority groups in professional positions.

In order to obtain qualified candidates for vacancies and achieve EEO goals, special efforts must be made to develop diverse and responsive sources of manpower. Selecting officials should be encouraged to expand recruitment sources by utilizing their contacts with professional and technical organizations which produce qualified women and minorities. The Headquarters Equal Employment Opportunity Office and the Office of Equal Opportunity Programs will assist in identifying referral sources.

EXHIBIT 5

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., January 25, 1974.

MEMORANDUM

To: DHE/Ms. Jo Marie Di Maggio.

From: A/Administrator.

Subject: Employees' suggestions pertaining to EEO.

During our meeting of November 5, 1973, your group expressed several points of concern and made a number of suggestions for improving our EEO program. We have devoted much thought to your comments and have discussed them thoroughly. As a result of these discussions, a plan has been devised which will result in the implementation of most of your suggestions, and, at the same time, will significantly improve our EEO posture.

With specific regard to your suggestions, Dr. McConnell has provided the attached implementation plan which was developed in consultation with the action officers and approved by Dr. Low. Dr. McConnell will report on the progress of each of the eleven items at the monthly General Management Review.

More generally, we have decided to manage the EEO program the same as we do our technical programs. Goals have already been established for the hiring of minorities and women during CY 1974, and they have been incorporated into the Affirmative Action Plan for the Agency. The percentage of minorities in the total NASA work force will be increased to 6.1%, and, during the same period, there will be 80 professional positions filled by minorities and 80 by women, either by hiring or through Upward Mobility. Goals and timetables for future years will be developed by July 1974. Responsibility for achieving these goals has been accepted by the Institutional Associate Administrators for the field centers and by the Director of Headquarters Administration. They, too, will report their progress each month at the General Management Review when progress reports are made on all other NASA programs. I believe that this approach will produce significant results and will do much to bolster your confidence that NASA is committed to a strong EEO program.

JAMES C. FLETCHER.

DECEMBER 21, 1973.

MEMORANDUM

To: AD/Deputy Administrator.

From: U/Assistant Administrator for Equal Opportunity Programs.

Subject: Plans for Implementation of Employee Suggestions Received November 5, 1973.

1. Confidence, Commitment, and Results.

Action Persons: Administrator, Deputy Administrator, Assistant Administrator for Equal Opportunity Programs, Institutional Directors, and Center Directors.

Schedule: Continuing.

Status: Employees have been briefed on EEO discussions at the Center Directors' Meeting.

2. Affirmative Action Plan (AAP) Implementation.

Action Persons: Assistant Administrator for Equal Opportunity Programs, Director of Headquarters Administration.

Schedule: National AAP Implementation January 1, 1974; Headquarters AAP Implementation February 1, 1974.

Status: Reporting requirements are being developed to strengthen monitoring of progress under the plans. Organization level plans are being developed in Headquarters and 1974 National plan calls for organizational plans at the Centers. This will involve line managers in EEO planning and affix accountability for EEO performance.

3.a. Hiring Goals—Headquarters.

Action Officer: Officials in charge of Headquarters Offices.

Schedule: December 31, 1973. Organization Input to Administrator.

Comment: Dr. Fletcher's memorandum of November 2, 1973, to all NASA employees satisfied the specific request for his commitment to the development of meaningful goals. These specific goals are being developed in connection with Headquarters Organizational AAP's. Director of Headquarters Administration is collecting, reviewing, and evaluating organizational plans and goals.

3.b. Hiring Goals—Agency.

Action Officer: Assistant Administrator for Equal Opportunity Programs.

Schedule: Presentation to Deputy Administrator December 1973, for final decision on 1974 goals. Then immediate incorporation in National AAP for 1974.

4. Statistical Analyst.

Action Officer: Director of Headquarters Administration and Director of Personnel.

Schedule: June 1974, meet and review the adequacy of reporting systems developed by Code JPA.

5. Recruitment.

Action Person: Agency—Director of Personnel; Headquarters—Director Headquarters Administration.

Schedule:

a. Agency—Briefing to Deputy Administrator December 1973 for approval of agency recruitment plans.

b. Headquarters—January 15, 1974, approval of certification statement by selecting officials to attest to their efforts to identify minority and female candidates.

6. Federal Women's Program Coordinator (FWPC).

Action Person: Assistant Administrator for Equal Opportunity Programs.

Schedule: January 10, 1974, Advertisement Closes; January 21, 1974, Panel Reviews Applicants; and February 1, 1974, Selection Announced.

Comment: Federal Women's Program Committee is to submit nominees for membership on the rating panel.

7. Upward Mobility Program (UMP).

Action Person: Director of Headquarters Administration.

Schedule: April 1, 1974. Complete review of organizational plans for commitment to UMP. As necessary, request UMP slots to maintain at least the 1973 program level.

8. Human Resources Council.

Action Person: Director of Headquarters Administration.

Schedule: Elections to be held and Council to be constituted by February 1, 1974.

9. EEO Council.

Action Person: Assistant Administrator for Equal Opportunity Programs.

Schedule: January 15, 1974—letter to field on revised composition of NASA EEO Council.

Mid-February 1974—meeting of Council—possibly in conjunction with PMRC because of common memberships.

10. Incentive Awards Board and Personnel Management Review Committee.

a. Personnel Management Review Committee (PMRC).

Action Person: Chairman, PMRC.

Schedule: December 18, 1973—Initial discussion of broadening membership.

January 31, 1974—Final Decision on Revised membership.

b. Incentive and Awards Board (IAB).

Action Person: Chairman, IAB.

Schedule: January 31, 1974—Final decision on revised method of nomination and establishment of a Headquarters award ceremony.

c. Management Development Education Panel (MDEP).

Action Person: Executive Secretary, MDEP.

Schedule: January 8, 1974—Panel will consider the suggestion.

11. EEO Conference.

Action Person: Assistant Administrator for Equal Opportunity Programs.

Schedule: Spring 1974—will schedule a training workshop on the preparation and implementation of Affirmative Action Plans. (Note: NASA will be phasing over from calendar year to fiscal year plans.)

DUDLEY C. McCONNELL.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., November 2, 1973.

MEMORANDUM TO ALL NASA EMPLOYEES

As most of you must already know, I have recently terminated the appointment of Ms. Ruth Bates Harris as Deputy Assistant Administrator, Office of Equal Opportunity Programs. Ms. Harris has made public a paper she wrote me criticizing NASA's Employment Opportunity Program and recommending the reassignment of the Assistant Administrator. Because the newspaper accounts based on this report imply that her termination reflects lack of commitment to equal employment opportunity, I think that you should hear from me regarding the reasons for the action I have taken.

First, there should be no mistake: I am deeply and personally committed to the goal of equal employment opportunity for members of minority groups and women. I am not satisfied with NASA's performance in this field. My views are a matter of public record. Indeed, Mrs. Harris herself has frequently cited them. Dr. George M. Low, Deputy Administrator, and I have met on many occasions with Ms. Harris and others in the Equal Employment Office to discuss the problems of that office and plans for their solution. We have both personally devoted substantial time and effort. It is important work and demands our personal leadership.

The information in Ms. Harris' report on the representation of minorities and women at all levels of NASA is well known. Practically all of it is in the public record. This information clearly shows that we all have a long way to go to achieve equal employment opportunity goals. I thoroughly agree.

To solve these problems, the report made certain recommendations about organizational structure, resources, and personnel. Thus, the total EEO Program throughout NASA was to be made solely a Headquarters operation, the allocation of agency resources to EEO was to be exempted from any reductions which the agency must face, the current Assistant Administrator for Equal Opportunity Programs was to be reassigned, and all presently assigned EEO personnel throughout NASA were to be reevaluated to determine their qualifications and potential. The letter transmitting the report on September 21 expressed the hope that I would decide to do all these things by the first week of October.

Before deciding what I would do, I talked with many people within NASA at various management levels in order to determine what might be best for NASA's equal employment opportunity programs. I talked both with employees who were in the EEO program and those who were leaving the EEO office.

In addition, I requested the observations of senior NASA staff regarding the respective administrative and managerial capabilities of Dr. McConnell and Ms. Harris, both of whom were appointed to their positions of Assistant Administrator and Deputy Assistant Administrator on April 16, 1973.

While I admired Ms. Harris' enthusiasm and dedication—and still do—I did not believe that she had the necessary administrative and management skills to fill the position of Assistant Administrator. Events beginning very shortly after April 16 showed that Ms. Harris and others, apparently unwilling to afford Dr. McConnell a fair chance to do the job he had been assigned, were not supporting the efforts and the leadership he was providing. A divisive spirit became rampant in the office. The report itself reflects this unfortunate development.

Upon receiving Ms. Harris' report in September, I again consulted with Dr. Low and senior staff both at Headquarters and in the field centers to determine whether Mrs. Harris could continue to serve constructively as a member of the Equal Employment Opportunity Office.

While Ms. Harris kept me well informed of activities in her area of responsibility and properly emphasized problem areas, she was never able to implement her plans to achieve solutions nor was she able to work with others outside the EEO Office to do so. She is an excellent advocate of the cause of minorities and women but this quality does not suffice for the work to be done. A good leader must have the necessary administrative skills to motivate all members of her staff to work effectively together. In addition she must know and appreciate the broader problems of NASA in fulfilling all of its missions and in working with others at their own and higher levels to achieve solutions which can be implemented. Ms. Harris was unwilling to do this.

Because Ms. Harris has not demonstrated the degree of administrative and management skill required of her position, because she has been unwilling to share the broader problems of management with her peers, and because she became a seriously disruptive force within her own office, I concluded that she should not continue to serve in the Office of Equal Opportunity Programs. In so concluding, I also concluded that Dr. McConnell can successfully do the job he has been assigned provided he has the good will and working support of all NASA employees.

Dr. McConnell and all of us have a big job to do. In doing this job we will consider the recommendations and suggestions of the report prepared by Ms. Harris and will adopt those we feel will be helpful. I am appreciative of the effort she has made and respect her for having expressed her opinions.

Our record in NASA over the 15 years of our existence is not a record in which we can take pride. Although we have made progress in the past 3-4 years, our very best efforts will be required to make progress in the future. I believe we can derive some satisfaction from the plans now underway to take affirmative action. There follows a listing of a few of the activities recently initiated which you all should know about because they require your participation and constitute opportunities which will be to your and NASA's advantage:

1. Development of Goals and Timetables. It has been found that numerical goals are an effective device for evaluating progress in EEO. NASA is committed to the adoption of such goals. Supporting data has been gathered from our field centers and is being appraised in terms of national workforce utilization data. It is expected that this appraisal will be completed shortly and that agency-wide goals will be adopted for the first time.

2. Recruitment of Minority and Female Candidates. NASA installations are in the process of naming teams of recruiters, themselves minority and female personnel, to seek out and identify top-flight candidates for NASA employment. These recruitment teams will receive special training in the somewhat complex rating and qualification procedures of government employment. This training will allow the recruiters to advise potential candidates on the hiring process. The Equal Opportunity Programs Office and the Office of Personnel are devising procedures to share information of top candidates among the various centers to give each candidate the widest possible exposure. In addition, the Co-op Program calls for college students to alternate semesters of academic study with work experiences. The NASA program is one of the largest in government and has been a key source of technical talent. Successful Co-op graduates can qualify immediately for government employment. Our enrollees are currently 18% minority and 14% female. During FY 73 our new enrollees were 28% minority and 19% female.

3. Identification of Minorities and Women for Management Development.

A special effort has begun among the Office of Personnel, the Director of Key Personnel and the Equal Opportunity Programs Office to identify outstanding minority and female employees for special management training. This talent bank will be maintained centrally and reviewed periodically as various special training opportunities arise.

4. Upward Mobility Program.

NASA Headquarters has implemented a pilot program to provide career opportunities to lower graded employees in "dead end" positions. This program is currently underway and will serve as a model to the field centers for identifying positions and selecting personnel. The Affirmative Action Plans of the field installations will all call for implementing similar programs in calendar year 1974.

In writing this to you, my major concern is that Mrs. Harris' termination might discourage other employees from making their ideas and criticisms known to the Administrator for fear of jeopardizing their own jobs. I want it clearly understood that Dr. Low and I are *very* interested in hearing from any NASA employee, that we will evaluate a communication from an employee on its merits and without regard to personality, and that no adverse reflection on the person who communicates will result.

Dr. Low's and my commitment to equal employment has never been stronger. We will continue to be sensitive to the aspirations of all of NASA's employees.

JAMES C. FLETCHER, *Administrator.*

EXHIBIT 7

FEBRUARY 5, 1974.

MEMORANDUM

To : M/Associate Administrator for Manned Space Flight.

From : U/Assistant Administrator for Equal Opportunity Programs.

Subject : Internal Management Targets for Increasing Minority and Female Employee Representation in the NASA Work Force.

This is to confirm the internal management targets for placements and Upward Mobility of minorities and females that were provided to your office last week. The targets for your installations are :

	Minority hires	Professional UMP	Female hires	Professional UMP	Minority non-professional
JSC.....	13	5	8	7	30
KSC.....	7	1	10	2	8
MSFC.....	4	2	4	3	8
Total.....	24	8	22	12	46

These targets should be the basis for your monthly reporting at the General Management Review.

In order to avoid any misunderstanding of what is intended by the goals for the Upward Mobility Program, they pertain to professional positions designated to be filled by nonprofessionals through some aspect of the formal Upward Mobility Program or through other appropriate means. Since the training period is sometimes a year or more, the goals will be regarded as achieved upon the firm *designation* of the professional positions to be filled in this manner. Hires are counted upon their placement on the rolls and not upon acceptance of an offer.

I ask that you formally transmit these targets to your Centers as soon as possible if you have not already done so. These targets should appear as numerical goals in an appendix to the Installation Affirmative Action Plan. As you know, the Installation plans become effective on February 1, 1974—subject to amendment to include Civil Service Commission comments.

Please let me know of any ways in which this office can be of assistance to you in achieving these targets.

DUDLEY G. McCONNELL.

EXHIBIT 8

FEBRUARY 5, 1974.

MEMORANDUM

To: R/Acting Associated Administrator for Aeronautics and Space Technology.
 From: U/Assistant Administrator for Equal Opportunity Programs.
 Subject: Internal Management Targets for Increasing Minority and Female Employee Representation in the NASA Work Force.

This is to confirm the internal management targets for placements and Upward Mobility of minorities and females that were provided to your office last week. The targets for your installations are:

	Minority hires	Professional UMP	Female hires	Professional UMP	Minority non-professional
ABC.....	8		6		26
FRC.....	1		1		3
LARC.....	8		7		28
LORC.....	3		4		18
Total.....	20		18		7

These targets should be the basis for your monthly reporting at the General Management Review.

In order to avoid any misunderstanding of what is intended by the goals for the Upward Mobility Program, they pertain to professional positions designated to be filled by nonprofessionals through some aspect of the formal Upward Mobility Program or through other appropriate means. Since the training period is sometimes a year or more, the goals will be regarded as achieved upon the firm *designation* of the professional positions to be filled in this manner. Hires are counted upon their placement on the rolls and not upon acceptance of an offer.

I will be discussing the establishment of increased targets for the Upward Mobility Program with you in the near future. I ask that you formally transmit these targets to your Centers as soon as possible if you have not already done so. These targets should appear as numerical goals in an appendix to the Installation Affirmative Action Plan. As you know, the Installation plan became effective on February 1, 1974—subject to amendment to include Civil Service Commission comments.

Please let me know of any way in which this office can be of assistance to you in achieving these targets.

DUDLEY G. McCONNELL.

EXHIBIT 9

FEBRUARY 25, 1974.

MEMORANDUM

To: S/Associate Administrator for Space Science.
 From: U/Assistant Administrator for Equal Opportunity Program.
 Subject: Internal Management Targets for Increasing Minority and Female Employee Representation in the NASA Work Force.

This recinds and replaces my memorandum of February 5, 1974 on the same subject.

The purpose of this memorandum is to confirm the internal management targets for placements and Upward Mobility of minorities and females previously agreed upon. The targets for your Installation are:

	Minority hires	Professional UMP	Female hires	Professional UMP	Minority non-professional
OSS:					
GSFC.....	17	4	28	8	33
NAPO.....	1	1		1	
WS.....	1		1	1	7
Total.....	19	5	29	10	40

These targets should be the basis for your monthly reporting at the General Management Review.

In order to avoid any misunderstanding of what is intended by the goals for the Upward Mobility Program, they pertain to professional positions designated to be filled by non-professionals through some aspect of the formal Upward Mobility Program or through other appropriate means. Since the training period is sometimes a year or more, the goals will be regarded as achieved upon the firm designation of the professional positions to be filled in this manner. Hires are counted upon their placement on the rolls and not upon acceptance of an offer.

I ask that you formally transmit these targets to your Centers as soon as possible if you have not already done so. These targets should appear as numerical goals in an appendix to the Installation Affirmative Action Plan. As you know, the Installation plans became effective on February 1, 1974—subject to amendment to include Civil Service Commission comments.

Please let me know of any way in which this office can be of assistance to you in achieving these targets.

DUDLEY G. McCONNELL.

EXHIBIT 10

WASHINGTON, D.C., March 1, 1974.

MEMORANDUM

To: D/Acting Associate Administrator for Organization and Management.
From: U/Assistant Administrator for Equal Opportunity Programs.
Subject: Internal Management Targets for Increasing Minority and Female Employee Representation in the NASA Work Force.

This is to confirm the internal management targets for placements and Upward Mobility of minorities and females that were previously provided to your office. The targets for your installations are:

NASA Headquarters:	
Minority professional hires.....	16
UMP.....	4
Female professional hires.....	12
UMP.....	8
Minority nonprofessional.....	47

These targets should be the basis for your monthly reporting at the General Management Review.

In order to avoid any misunderstanding of what is intended by the goals for the Upward Mobility Program, they pertain to professional positions designated to be filled by nonprofessionals through some aspect of the formal Upward Mobility Program or through other appropriate means. Since the training period is sometimes a year or more, the goals will be regarded as achieved upon the firm designation of the professional positions to be filled in this manner. Hires are counted upon their placement on the rolls and not upon acceptance of an offer.

These targets should appear as numerical goals in an appendix to the Installation Affirmative Action Plan. As you know, the Installation plans became effective on February 1, 1974—subject to amendment to include Civil Service Commission comments.

Please let me know of any way in which this office can be of assistance to you in achieving these targets.

DUDLEY G. McCONNELL.

EXHIBIT 11

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., February 26, 1974.

MEMORANDUM

To : DHE/Ms. Jo Marie DiMaggio.
From : A/Administrator.
Subject : Employees' Suggestions Pertaining to EEO.

Since it has not been possible to meet all the dates included in the implementation plan attached to my memorandum on this subject of January 25, 1974, I want to take this opportunity to advise you of the current status of the various actions. I informed you in my January 25 memorandum that we had established numerical hiring goals for all NASA installations and major Headquarters offices. I also told you that we had assigned responsibility to Institutional Associate Administrators and the Director of Headquarters Administration for achieving the numerical goals and for carrying out other commitments included in the Agency Affirmative Action Plan. The status of other actions related to your suggestions is as stated in the implementation plan except for those discussed in the attachment to this memorandum.

I believe the actions described demonstrate the emphasis being placed on EEO. I have asked the Director of Headquarters Administration to advise you if there is any substantial change in these plans.

JAMES C. FLETCHER.

STATUS OF ACTIONS RELATED TO EMPLOYEES' SUGGESTIONS ON EEO

A. *Recruitment efforts.*—On February 5, 1974, Dr. Low approved a coordinated agency-wide program for the recruitment of minorities and females. Recruitment teams have been identified at field installations, and the recruitment effort is already underway.

B. *NASA Federal women's program coordinator.*—The schedule contained in the January 25 memorandum could not be met because of the need to keep the advertisement open for a longer period of time. In addition, the rating of applicants will take longer than anticipated, since approximately 80 people applied. The rating panel consists of three females, including one from Goddard Space Flight Center, and one male from the Office of Personnel. The selection is expected to be made during March.

C. *Upward mobility program.*—This program will continue during FY 1975. There are now eight positions in Headquarters filled through the STEP portion of the Upward Mobility Program. Field Centers are committed to have at least one component of the formal Upward Mobility Program underway by June 30, 1974.

D. *Human resources council.*—The implementation plan indicated that the Human Resources Council (to be named the Headquarters Employees EEO Advisory Group) would be constituted by February 1, 1974. The HQMI establishing the Advisory Group is now under final review and should be published by February 28, 1974. The nomination and election process agreed upon, which essentially incorporates your recommendations, will require at least a 2-week period, so the target date for constituting the Advisory Group is now March 15, 1974.

E. *NASA's EO council.*—The basic structure of the reconstituted Council has been established. A copy of Dr. McConnell's memorandum describing the Council is attached for your information.

F. *NASA incentive awards board and personnel management review committee.*—The membership of the NASA Incentive Awards Board has been expanded to include the Assistant Administrator for Equal Opportunity Programs and the Federal Women's Program Coordinator. Dr. McConnell and you, as the Headquarters Federal Women's Coordinator, will serve on the NASA Headquarters Awards Committee which is being established. Dr. Connell and Ms. Helen Kupperman have been added to the Personnel Management Review Committee. We have also expanded the membership of the Management Development and Education Panel to include Ms. Carol Sweeney of Headquarters, Ms. Helen Neumann from Goddard Space Flight Center, and Mr. Lewis Hughes of Ames Research Center.

G. Equal employment opportunity conferences.—In order to get the maximum benefit from such meetings, it is intended that they have a specific focus, rather than be a general conference on Equal Employment Opportunity. This year there will be an Affirmative Action Workshop, aimed at improving the development, management, and implementation of these plans. The workshop is tentatively scheduled for April.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., February 12, 1974.

MEMORANDUM

To: Headquarters Associate Administrators All Center Directors.
From: U/Assistant Administrator for Equal Opportunity Programs.
Subject: NASA Equal Opportunity Council/Establishment of the Revised Role and Membership.

This is to let you know of how we have revised the Agency's EEO Council. The roles of the Council will, among other things, include the following:

- Policy development and implementation.
- Problem assessment and the development of operational solutions.
- Evaluation of Agency and individual Center Progress in priority areas.
- Communication of program objectives and current actions to Installation line management.

Members will serve as points of contact on major EEO initiatives.

The panel composition will be as follows:

- Deputy Directors of the field Installations specifically including JPL.
- The Assistant Administrator for Equal Opportunity Programs and the Agency Federal Women's Program Coordinator.

At least four non-supervisory employees who are not EEO professionals.

Director of Personnel will serve as our advisor.

Don Hearth of Goddard has agreed to serve as Chairman. The first meeting will take place in early March.

The new Council can play a very key role by bringing Center line management into the development of the EEO program. We have involved the Institutional Managers in Headquarters and we want to augment that with the Council. We feel the Deputies are just the right people to move the program along.

Let me say it one more time: there are 1500 people in Headquarters and over 24,000 people in the field. As EEO is a people program, it must be done in the field. Our job in Headquarters is to help you implement the program in the field. I think this Council will be a valuable resource to achieve our Agency EEO objectives.

The new Council was discussed at some length at the recent Deputy Director's Meeting.

DUDLEY G. McCONNELL.

EXHIBIT 12

MANAGEMENT INSTRUCTION

NASA, HQMI 1152.2.

Date: February 25, 1974.

Subject: Headquarters Employees EEO Advisory Group.

1. Purpose

This Instruction establishes the Headquarters Employees Equal Employment Opportunity (EEO) Advisory Group, and sets forth its objectives, membership, and procedures related thereto.

2. Background

On November 5, 1973, representatives of a concerned group of Headquarters employees met with the Administrator to present and discuss several recommendations to improve NASA's EEO Program. The meeting was of benefit to all parties concerned, and the Administrator endorsed the recommendation that an established council or group of employees, including minorities and women, meet with him at least semiannually to discuss employee views and concerns about EEO.

3. *Advisory group objectives*

The objectives of the Headquarters Employees EEO Advisory Group (hereafter referred to as the Advisory Group) are to:

a. Ascertain the concerns and views of employees on EEO matters and bring them to the attention of the Administrator and other levels of management. (This is not to be construed to mean that the Advisory Group necessarily represents and speaks for all employees on EEO matters in its meetings with the Administrator, or that this is the only channel through which employee EEO concerns can be expressed. Employees may contact the Office of Equal Opportunity Programs or the Headquarters Equal Employment Opportunity Office; or they may bring their own views to the attention of the Administrator, directly or through channels, as set forth in NMI 3711.6, subject: "Employee-Management Communications," if they so desire.)

b. Serve as an advisory group to the Headquarters EEO Council in the development, implementation, and overview of the Headquarters EEO Affirmative Action Plan.

c. Assure consideration of the views of minorities and women in carrying out objectives a and b.

4. *Advisory group membership*

a. The Advisory Group will consist of 12 elected members. In addition, each union recognized to represent a segment of Headquarters employees will have the option, at any time, to designate an observer to attend Advisory Group meetings. Other employees may also attend these meetings as observers.

b. In the event an elected Advisory Group member is a member of a union bargaining unit, he or she will not purport to represent the bargaining unit, but will serve in the same capacity as any other employee.

c. The membership of the Advisory Group will be published as Attachment A to this Instruction immediately after each election and at other times as circumstances require.

5. *Election of advisory group members*

a. Elections for 12 employees to serve on the Advisory Group will be held in March of every even-numbered year.

b. The election will be a two-step procedure. In the first step, employees will be invited by the Election Committee (see par. 8b) to nominate themselves and/or as many other employees as they may desire, provided there is agreement by each nominee to serve on the Advisory Group if elected. The objective of the nominating process is to identify minority and nonminority women and men who will be voted upon by all Headquarters employees. The Election Committee will identify a total of 24 nominees with 6 from each of the following 4 groups—minority female, minority male, nonminority female, and nonminority male—by a count of the nominations for each individual nominee.

c. In the second step, employees will vote in a general election for 3 Advisory Group members from each of the 4 groups named in b above, for a total of 12 members, by secret written ballot pursuant to procedures established by the Election Committee.

d. Nominees elected to serve on the Advisory Group will be by plurality vote within each of the four nominee groups.

e. Nomination and election ties will be broken by drawing lots.

f. Vacancies occurring between elections among the 12 elected Advisory Group members will be filled by majority vote of the remaining elected Advisory Group members.

6. *Designation and responsibilities of the advisory group chairperson*

The Chairperson of the Advisory Group will be an elected member determined by majority vote of the Advisory Group. The Chairperson will be responsible for maintaining any records desired by the Advisory Group, prescribing any necessary rules to govern the activities of the Advisory Group, informing employees on the activities of the Advisory Group, and calling meetings of the Advisory Group.

7. *Advisory group meetings*

a. The Advisory Group will meet semiannually with the Administrator, and at least quarterly with the Director, Headquarters Administration. Members will be free to express their own views and concerns in addition to endorsing those views and concerns on which there is a consensus of the Advisory Group.

b. The Advisory Group will hold its own meetings and meet with employee groups as frequently as is necessary to accomplish the objectives stated herein.

8. *Responsibilities of the director, Headquarters Administration*

The Director, Headquarters Administration, will:

- a. Provide necessary administrative support to the Advisory Group.
- b. Appoint an Election Committee of five members, with representation from the four groups mentioned in subparagraph 5b, for each biennial election of Advisory Group members.
- c. Appropriately publicize the Advisory Group and its membership.
- d. Meet at least quarterly with the Advisory Group and keep them apprised of actions taken on their recommendations and matters of concern.

BERNARD MORITZ _____,

Acting Associate Administrator for Organization and Management.

EXHIBIT 13

Memo: For the record.

Subject: Events and substance of conversations which took place Monday December 10 and Tuesday December 11, 1973.

Date: December 12, 1973.

When I walked into the office of two of our NASA inspectors of the Inspections Divisions about 8:30 am Monday December 10 to get my usual morning cup of coffee or tea, the following conversation took place after our usual morning greetings:

Bob McCulloch: Jo, McConnell called over here Friday afternoon and asked our office to investigate you and Willie Gaither and Alvin Anderson from LARC and Joe Atkinson from Huston concerning some leaks of information having to do with EEO complaints at NASA. Do you know anything about this?

Jo Marie: Is this an official investigation? I'm not going to answer any questions unless there is a specific charge of violation. And as far as I know, I've committed none.

McCulloch: No, it's not an official investigation. Vogel also called over Friday afternoon though, and asked us to look into leaks of information. Are you going to give me the names of people who might have leaked information?

Jo Marie: No. Shortly after my brief conversation with McCulloch, approximately 15 minutes after, Lichty, the headquarters EEO officer and also my supervisor, called me into his office to find out the rest of the names of the persons whom I had given to Phillis McCure of the NAACP Legal Defense Fund. When I would not give the names. I was threatened twice during the course of our approximately 30 minute conversation as follows:

Lichty: Jo, if you think you are going to get anywhere this way.

Jo Marie: Where is anywhere, Don?

Lichty: Anywhere in your job.

And:

Lichty: Jo, if you can't work cooperatively with me in this office, your life is going to be dead as far as your job.

Jo Marie: It's my life.

(End of same conversation with Lichty).

Lichty: Jo, I'm serious about this. You're on dangerous grounds and headed for some serious trouble. I think you better take time to think over your position and where you are going.

Jo Marie: I already have, Don.

Later, approximately mid morning, I answered one of Lichty's lines which was ringing. It was Helen Kupperman, one of our attorneys in the General Council Office. I told her that I would have Lichty return her call. She then asked me how I was, to which I replied OK in a probably hesitant voice.

Helen then told me to expect a phone call from Dudley McConnell in just a few minutes and that he would be apologizing for what had happened. She then said, Jo Marie, believe me when I tell you that this whole thing was a big mistake, a complete misunderstanding.

Jo Marie: Helen, I've been threatened and harassed.

Helen Kupperman: Well, believe me, Jo Marie, the whole thing was a misunderstanding; and when I got to the bottom of it, I did something about it. So don't worry Hon. OK?

Jo Marie: OK.

Kupperman: Jo Marie, if I can do anything to help you, please call me.

McConnell never did call. But I received visits later that morning from Dick Wolf, another attorney from the General Council Office, and one from Col. Vogel, Director, Headquarters Administration and supervisor/manager, one layer above my supervisor, Lichty.

In comparison with the preceding events and conversations, I do not think that anything of much significance was said with regard to threats and investigations. However, in a response to a question from me as to whether he would rather I leave this job, Vogel indicated no. He also indicated later in the conversation that I would not have to worry about my promotion going through. This information was volunteered. I had not specifically queried him on this. As far as I know my promotion papers were sent to the Personnel Management Specialist for processing sometime during the last week of November.

TUESDAY, DECEMBER 11, 1973

Don Lichty told me that morning that:

Jo, you probably heard this already from one or two other people this morning, that there is no investigation.

Jo Marie: You mean it's been called off?

Lichty replied that he did not know whether it was "called off" because he did not know that it had been on and had been completely surprised when I mentioned it to him the day before in our Monday morning conversation. I do not remember specifically mentioning it in that conversation but I might have averted to it.

Later, Bob McCulloch came in and gave me a personal apology for having upset me and said that he did not mean to and felt very badly about it. I told him that I understood and that I knew that he had been given orders. He also told me that there would be no follow through on the questioning of Monday morning from his office.

[Exhibit 14 has been retained in the subcommittee files.]

EXHIBIT 15

APRIL 24, 1973.

To: KSI/Mr. FGD.

Based upon performance evaluation with Ms. Smith, would you please give a few highlights which lead to your appraisal of Ms. Smith.

Thx,

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., September 26, 1973.

MEMORANDUM

To: KS/Director, Scientific & Technical, Information Office.

From: KSI/Chief, Acquisition and Dissemination Division.

Subject: Step Increase for Ms. Arcille Smith.

This is in response to your informal note to me of April 24, 1973, which asks: "Based upon performance evaluation with Ms. Smith, would you please give a few highlights which lead to your appraisal of Ms. Smith."

On the NASA Form 953, dated April 1973, I, on April 24, 1973, on behalf of Ms. Smith's immediate supervisor, Mr. A. A. DeSimone, who has been on extended sick leave, certified that Ms. Smith's performance is of a sufficient level to warrant an increase in pay, not just adequate for retention on the job. Accordingly, I do not believe that provision of a "few highlights" is either necessary or appropriate in terms of the NASA requirements for the awarding of a step increase. There is nothing on, or for that matter, off the record, which in any way would preclude Ms. Smith getting the step increase for which she is certainly eligible.

In addition, I personally am concerned that there is an apparent need to highlight any portion of Ms. Smith's performance which, as noted by most STI Office personnel, is steadfast, extremely accurate, totally reliable, significantly productive and certainly of sufficient level to warrant an increase in pay. Furthermore, I feel it would be prejudicial to Ms. Smith, the only woman classified at the professional level in KSI, to single her out by a listing of "highlights"—informally or formally—when the step increases provided over the past twenty-one months to the male professionals (Mr. DeSimone, Mr. Young, Mr. Watson) in

KSI were awarded without prior challenge or certification beyond agency requirements.

Accordingly, I request that Ms. Smith's step increase be approved (copy enclosed) in accordance with existing agency procedures.

F. GEORGE DROBKA.

EXHIBIT 16

In summary, I was denied by Dr. McConnell in May 1973 a trip related to a job for which I had sole responsibility. The stated reason for this action was my "non-compliance" to what I understood nine months earlier as an offer to take a writing course. The matter of postponing the course was supposedly settled between Dr. McConnell and myself as early as December 1972. The denied trip was in no way related to the writing course.

In the fall of 1972 (Dr. McConnell says earlier), Dr. McConnell asked if I would like to take a writing course. It sounded like a proper and profitable idea and I pursued it passively since I understood that the area course catalogs would not be out until December. Upon obtaining the catalogs, the only course available and even vaguely relating to my needs was fiction writing. (Others were advanced poetry or freshman English composition.) Since at the time I was heavily involved in non-reschedulable outside activities, I explained to Dr. McConnell (by hindsight, spoke to his deaf ears) that in view of the time involved in assignments relating to a writing course, I did not deem it practical to take a course in fiction for the purpose of furthering my on-the-job ability to write [bureaucratic memos and scientific or technical paragraphs or chapters]. Although I was not given a pointed "OK, that's acceptable for the time being" (nor the negative), I had no reason to believe that my decision was unjustified or unacceptable to Dr. McConnell. I took it, not as a directive, but as a continuing offer.

In May 1973, a request came from Code MM to my division chief, Mr. Rowsome, asking that I be sent to a June meeting in Moscow to comply with a request from the Soviets for a NASA publications representative. Since Mr. Rowsome was aware that I had been working on the job for some time already and that I had previously met with the Soviet delegation to Washington, D.C., in preparing the production aspects of a three-volume, joint U.S.-USSR space medicine book, Mr. Rowsome determined, in agreement with my immediate supervisor, Mr. Matthews, that I should go as NASA's publications representative to Moscow. We approached Dr. McConnell for travel money; he said we could probably find it even that late in the fiscal year—that there was no problem.

I began preparation for the trip. About ten days later, I began to be apprehensive about Dr. McConnell's attitude toward the trip. Reports from the hallway were that Dr. McConnell had said, "Anybody but Kay!" Code MM called Mr. Farley (Dr. McConnell's superior) to advise him of the current situation involving Dr. McConnell and to relate the importance of sending a representative to the meeting. Mr. Farley saw no reason why I should not go, but two days later bowed to Dr. McConnell, saying: "It should be Dr. McConnell's decision!"

Time passed to this point is 2½ weeks of the four week advance notice I was given for the trip. Necessary paperwork could not be taken care of all at once; some pieces were successive, dependent, and cross related. In addition, the Soviet Embassy was alerted to expect me, and had to interrupt their processing midway to accommodate Rex Matthews.

Dr. McConnell called me to his office and for 30 minutes or more "explained" to me why he was sending Mr. Matthews to Moscow rather than me. In essence: I was to be disciplined because I had not jumped at his command, and as "my supervisor" he had three choices:

- (1) Withhold my ingrade (I doubt if he checked, but mine was not due in 1973)
- (2) Fire me (that is too complicated in civil service, says he)
- (3) Withhold "plums": they that do, get; and they that don't, don't. (Without going into detail, the only thing Mr. Matthews had done for Dr. McConnell was to avoid him.)

Dr. McConnell was also decrying the fact that Code MM had gone out of channels to ask me to go—thinking that Dr. Berry had called me directly—and had thusly "deprived" him of his options. I explained that, in fact, someone under Dr. Berry had called Mr. Rowsome; Dr. McConnell said, "Oh." (Four hours later, Dr. McConnell was again complaining to Mr. Matthews about Code MM going out of channels!)

I grant that Dr. McConnell asked me to tell him why I should go to Moscow rather than Mr. Matthews, but the goings-on the previous week told me that his mind was made up. It is useless to argue with Dr. McConnell at any time; he usually makes his decisions even before the facts have been presented. I therefore saw no reason to lengthen the discussion.

I asked if I should tell Mr. Matthews about the turn of events (since as far as I knew this would catch him completely unaware) and Dr. McConnell said "Say nothing, I will call him." Dr. McConnell called Mr. Matthews at home a few hours later, told him he was to go to Moscow, mentioned the out of channels routine by Code MM, and told Mr. Matthews to call me for the rest of the details [meaning the disciplinary measure].

It seems poor to me that Dr. McConnell—

(1) Was crying "out of channels" when he would listen neither to his superior nor to two of the hierarchy between Dr. McConnell and myself.

(2) Would deliberately put one of his staff (Mr. Matthews) in an awkward position as a supervisor and in an unpopular light in relation to the rest of the office staff.

(3) Did not deem it necessary to tell *my supervisor* the reason for his action.

Subsequently Mr. Rowsome met with Dr. McConnell and said that it was not too late to reverse the decision and it would produce smiles up and down the halls. Dr. McConnell replied that he did not want smiles, that that meant people were laughing at him. The subject was closed.

EXHIBIT 17

SUMMARY OF FOLLOWUPS TO ATTACHED MEMO

Key to McC on buckslip: It might do some people well to learn that graciousness is a common occurrence in other offices and has nothing to do with allure.

McC to Key: Memo: Some people can be knocked over by a feather.

Face to face:

Key: Not a feather, but the proverbial camel's straw.

McC: If you don't like the remarks, *ask* me to cease.

Key: Consider yourself told.

Within a week, McConnell's remarks were again spewing forth.

FEBRUARY 28, 1973.

To: KSP/Mr. F. R. Jr.

Perhaps Kay's graciousness (read allure) had something to do with his graciousness. McC

Mr. FRED CROXTON,
Director, Administrative Department,
Library of Congress, Washington, D.C.

DEAR FRED: We really appreciate your help in our flurry of hurryscurry last week. Kay tells me that your Robert Overmiller was ready, waiting, and gracious too.

Thanks very much.

Sincerely yours,

FRANK ROWSOME, Jr.,
Chief, Technical Publications Division,
Scientific and Technical Information Office.

EXHIBIT 18

BACKGROUND OF ATTACHED MEMO

Re: KS Memorandum.

To: KSP/Mr. Rowsome Miss. Scaffidi.

Subject: Travel to Philadelphia.

The Scientific and Technical Information Office spent a great deal of time and money producing NASA SP-303 "The Quiet Sun" by Ed Gibson. This highly technical treatise of the Sun was written as a guideline for the Skylab astronauts (Dr. Gibson will go up on the third contingent of Skylab).

Most of the early production was handled by my supervisor, Mr. Matthews. When he learned that he was to make a one week long trip to the west coast to meet with NASA center personnel he asked me to go to Philadelphia with Dr. Gibson to review the photographic work at the printers. The trip was set up and

I was told by Mr. Rowsome, my division director, to have my orders cut. Since it was a one day trip the cost was under \$25.00 via the metroliner.

I set up the visit to the printers; notified Dr. Gibson who would fly in from Houston, arranged for a GPO representative to meet us there, arranged for Mr. Rickert from the Headquarters Printing Office to accompany us. Then at 4:00 on March 26 I was informed that I could not go on the 27th to Philly. On the 28th I received the attached memo.

MARCH 28, 1973.

MEMORANDUM

To: KSP/Mr. Rowsome Miss. Scaffidi.
Subject: Travel to Philadelphia.

In view of the severe constraints resulting from reductions in our travel budget for FY 73 it is very necessary to plan travel in terms of priorities. The recent travel to St. Louis in connection with an SP may not have had the priority of the proposed Philadelphia trip. It certainly was more costly. The St. Louis trip further has the effect of precluding this trip.

I strongly urge you to make some forecast of your travel requirements. In this tightened environment we cannot "ad hoc" situations as they arise. We have to manage our resources more carefully and plan for their expenditure.

DUDLEY G. McCONNELL,

Director, Scientific and Technical Information Office.

EXHIBIT 19

SEPARATION REPORT

APRIL 6, 1973.

1. Employee's Name: Reecer, Robert L.
2. Position Title and Grade: Information Systems Computer Specialist.
3. Organizational Location: Scientific and Technical Information Office, Systems Development Division.
4. Reason for leaving: To avoid NASA RIF's, Dissatisfaction with NASA Management.
5. Length of Service with this Agency: 10 years, 9 months.
6. Are you leaving to accept other employment? Yes.
(If yes): With Government, Library of Congress.
7. At what grade or salary? GS-14.
8. Do you recommend NASA Headquarters as a desirable place to work? No.
9. Why? Employees I know personally are not given sufficient opportunity to perform jobs assigned as they see fit.

10. Comments: ALL employees I work with whom I knew well enough to discuss personal topics with are seeking employment elsewhere, ie outside the Scientific and Technical Information Office. Many secretaries have left this office recently. However, the only reason secretaries have left rather than professional employees is because of the difficulty of the professionals finding other jobs. Something should be done about the widespread job dissatisfaction in this office. It is not a NASA HQ situation. There are a few disgruntled employees but a situation where almost all employees are extremely dissatisfied.

EXHIBIT 20

HEADQUARTER PERMANENT PERSONNEL DATA

COL. L. W. VOGEL,

Director, Headquarters Administration Office.

There were 77 retirements in June 1973. Of these, 59 or 77 percent were in grades GS-13 and above. (Figures 1 and 2)

Personnel on board July 1, 1973, totaled 1,570 necessitating a reduction of 43 to meet the current end of FY 74 ceiling of 1,527. Up to 200 current positions may have to be abolished to reduce the FY 73 1,682 assigned ceiling positions and accommodate increased possible staffing requirements in Codes A, B, E, K, and J. (Figures 3 and 4)

Many promotions were deferred in the latter part of FY 73 to meet budgetary controls. These deferred promotions were effective July 8, 1973, and were fairly well distributed by office and grade. (Most promotions up to the GS-6 level were authorized in FY 73.) Of the 67 deferred promotions, 51 or 76 percent were

women and 9 or 13.4 percent were members of racial minority groups. (Figures 5 and 6)

At the initiation of the "personnel grade-point" procedure in April 1972 to reduce average GS grade, the Headquarters average grade was 11.32. It is now 11.05 (11.047) and no significant problem is anticipated to meet the OMB end of FY 74 target of 11.18. The first big drop came in June 1972 with 52 separations and 24 hires of clerical personnel at the GS-2/3 entry level. Another big drop, of course, occurred this past June. (Figure 7)

Projected separations and hires during FY 74 are shown in Figure 8. Grade points shown are preliminary estimates and will be revised based on decisions reached pursuant to discussions Mr. Moritz will be conducting with office heads on FY 74 office ceilings and staffing. An initial allocation of 150 points for promotion purposes has been made to permit some personnel operations without special controls pending ceiling and staffing decisions.

FIGURE 5

OFFICE	G.S. GRADE PROMOTED TO															TOT.
	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
ADMINISTRATOR						1		3		1					5	
COMPTROLLER		1		1				2				2			6	
DOD & INTERAGENCY AFFAIRS															-	
EQUAL OPPORTUNITY PROGRAMS															-	
GENERAL COUNSEL							1								1	
INDUSTRY AFFAIRS & TECH UTIL				1	1						1				3	
INTERNATIONAL AFFAIRS															-	
LEGISLATIVE AFFAIRS						1		1							3	
POLICY & UNIVERSITY AFFAIRS					1										1	
PUBLIC AFFAIRS			1		1	1							1		4	

FIGURE 6

OFFICE	G.S. GRADE PROMOTED TO															TOT	
	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
ORGANIZATION & MANAGEMENT	2																
Office																	
Headquarters Administration																	
Inspections			1			2		2		1		1	2				9
Management Audit																	
Management Planning												1					1
Management Systems																	
Procurement																	
Safety & R & QA																1	1
INSTITUTIONAL MANAGEMENT																	
AERONAUTICS & SPACE TECH						1		2				2		1			8
APPLICATIONS							2	1	2								5
MANNED SPACE FLIGHT				1		2		1				1	1				6
SPACE SCIENCE						5	2	2		1							10
TRACKING & DATA ACQUISITION						2				2							4
TOTAL							1	1									2
		1	2	3	3	17	5	16	-	5	1	7	4	3			67

FIGURE 7

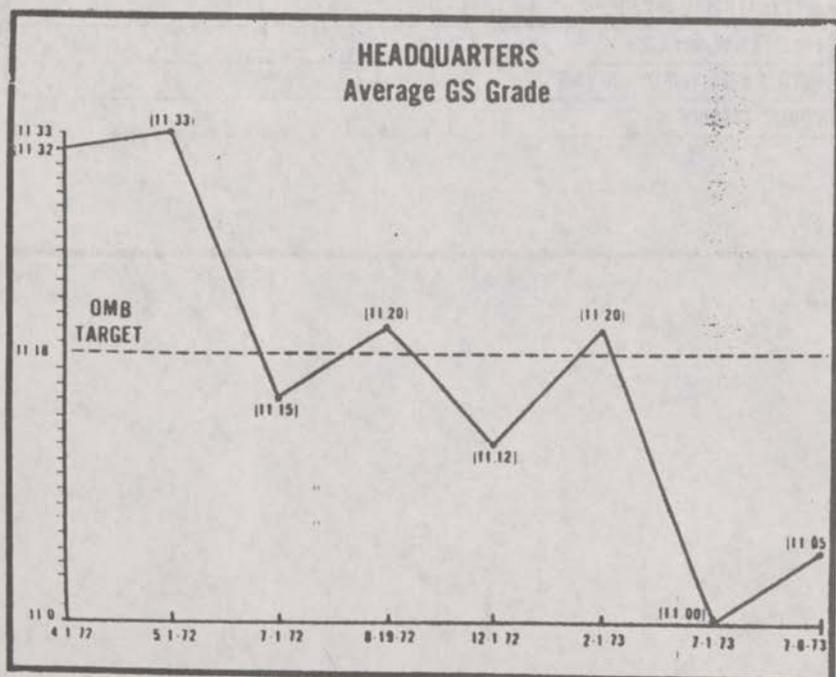


FIGURE 8

HEADQUARTERS FY 74 PERSONNEL OPERATIONS	
ON-BOARD 7 1 73 _____	1.570
ESTIMATED SEPARATIONS _____	160
ESTIMATED HIRES _____	117
CEILING 6 30 74 _____	1.527
GS GRADE POINTS	AVERAGE GRADE
7 1 73 _____ 15.490 _____	10.994
PROMOTIONS EFFECTIVE 7 8 73 _____ 78 _____	11.047
ESTIMATED SEPARATIONS _____ 1.343	
ESTIMATED HIRES _____ 724	
PROMOTION ALLOWANCE _____ 300	
6 30 74 _____ 15.249 _____	11.1797

EXHIBIT 21

F. 16-POINT PROGRAM FOR SPANISH-SURNAMED

Action item

1. Develop and implement an action plan which provides guidelines, criteria, goals and timetables for the 16-Point Program for Spanish-Surnamed.

Responsibility

Director of Personnel and EEO Officer.

Target date

June 30, 1978.

Progress and status

Formal plan was not accomplished. Basic plan was formulated by 16-Point Coordinator with collaboration of the EEO Officer and implemented. As a result, four Spanish-surnamed minorities were placed in the Cooperative Education Program and Spanish-surnamed permanent employees increased one-third.

G. FEDERAL WOMEN'S PROGRAM

Action item

1. The Headquarters' goal will be to place at least two women with engineering or scientific degrees in AST or technical management positions.

Responsibility

Officials-in-Charge of Headquarters Offices in conjunction with the Office of Personnel.

Target date

December 1978.

Progress and status

This goal was not met because recruitment effort was unsuccessful in reaching qualified women. One position offer was made to a scientist but she declined appointment since her husband went overseas. Another offer would have been made if the woman could have been reached on the register.

Action item

2. The Headquarters' goal will be to place at least two women in administrative/professional positions.

Responsibility

Officials-in-Charge of Headquarters Offices in conjunction with the Office of Personnel.

Target date

December 1973.

EXHIBIT 22

FEMALE PERMANENT EMPLOYEES BY GRADE RANGE AND LEVEL WITH PERCENT OF TOTAL, FEB. 28, 1973

	Total	Women	Percent of women
Wage system	1,904	23	1.2
GS-1/6	3,558	2,978	83.7
GS7/12	10,446	1,300	12.4
GS-13/16	10,857	115	1.1
AD/EX/ST	372	3	.1
Total	27,137	4,419	16.3

Note: No GS-16 women.

Mr. EDWARDS. Thank you very much, Ms. DiMaggio.

Since there have been several allegations of intimidation, I—and while the Chair does not intend to be judging on the allegations—I think it would be appropriate to insert in the record, without objection, at this point, title 18, section 1505 of the United States Code, with regard to the obstruction of proceedings before departments, agencies, and committees.

[The information referred to follows:]

18 U.S.C.A. § 1505. Obstruction of proceedings before departments, agencies, and committees

Whoever corruptly, or by threats or force, or by any threatening letter or communication, endeavors to influence, intimidate, or impede any witness in any proceeding pending before any department or agency of the United States, or in connection with any inquiry or investigation being had by either House, or any joint committee of the Congress; or

Whoever injures any party or witness in his person or property on account of his attending or having attended such proceeding, inquiry, or investigation, or on account of his testifying or having testified to any matter pending therein; or

Whoever, with intent to avoid, prevent, or obstruct compliance in whole or in part with any civil investigative demand duly and properly made under the Antitrust Civil Process Act or section 1968 of this title willfully removes from any place, conceals, destroys, mutilates, alters, or by other means falsifies any documentary material which is the subject of such demand; or

Whoever corruptly, or by threats or force, or by any threatening letter or communication influences, obstructs, or impedes or endeavors to influence, obstruct, or impede the due and proper administration of the law under which such proceeding is being had before such department or agency of the United States, or the due and proper exercise of the power of inquiry under which such inquiry or investigation is being had by either House, or any committee of either House or any joint committee of the Congress—

Shall be fined not more than \$5,000 or imprisoned not more than five years, or both.

As amended Oct. 15, 1970, Pub.L. 91-452, Title IX, § 903, 84 Stat. 947.

Mr. EDWARDS. Our next witness is Mr. Carlos Garza, Equal Employment Opportunity Officer, NASA Flight Research Center, Edwards, Calif.

Ms. DiMaggio, if you will just please remain there, because we will have some questions for you.

Mr. Garza, we welcome you.

You may proceed.

TESTIMONY OF CARLOS R. GARZA, CHIEF COUNSEL AND EQUAL EMPLOYMENT OPPORTUNITY OFFICER, NASA FLIGHT RESEARCH CENTER, EDWARDS, CALIF.

Mr. GARZA. Thank you, Mr. Chairman.

Members of the subcommittee, I appreciate the opportunity to discuss with you, as requested, my experiences as a NASA employee, as a former contract compliance officer at the Johnson Space Center, and as an equal employment officer at Flight Research Center.

I came to work as a NASA employee in early 1966 when I was hired as an attorney-advisor in the office of the Chief Counsel at the Johnson Space Center. Previously, I had worked as an Assistant District Counsel for the U.S. Army Engineer District in Galveston, Tex.

The work at NASA was very different from the environment to which I was accustomed with the Corps of Engineers. It was exciting, dynamic, and novel. NASA was doing things that had not been done before, not just in space but in every field that supported the space program, and most of these efforts included novel and complex legal problems that presented interesting challenges to the individuals involved. The attitude of the participants was highly optimistic, very positive, and results-oriented.

An aura of "can do" permeated the entire environment. The standing directive was to isolate and pinpoint any problems and find a way to help the client achieve his end objective. Few things appeared impossible of achievement. This was my feeling when I came into the NASA organization and to a large extent continues to prevail.

As an individual, I have been treated with respect and have enjoyed excellent working relations with other NASA employees. As in any organization, I have met other NASA employees whose individual opinions differed from mine on problems dealing with human relations, but none of these disagreements, in my opinion, reflect agency policy.

I have been a part of the NASA EEO program since its inception and I am aware of some of the problems and difficulties encountered in implementing a successful program. As an involved and interested NASA employee, I will continue to work towards successful implementation of this program and towards resolution of any problems.

I was persuaded in late 1970 to leave my position as an attorney-advisor and to take the job of establishing the contract compliance and minority business enterprise program at the Johnson Space Center. I was fully aware at the time of the many potential difficulties which could be expected in attempting to implement a social program

of this type in an environment that was not people oriented but was instead technical achievement oriented.

In spite of the problems encountered at the inception, the NASA contract compliance and minority business enterprise program appeared headed toward successful implementation. The contract compliance and minority business enterprise program at the Johnson Space Center also progressed well during the first year. As in any program, continuing efforts were made to identify problems, to isolate specific weaknesses, and to resolve or correct these and any other deficiencies.

The small staff at Johnson Space Center, three specialists and one secretary, was comprised of dedicated, highly motivated individuals who spent many hours of their own time working in the community with minority organizations, helping establish them or strengthening those already in existence. At Johnson Space Center, we were able to achieve strong support, at that time, from the minority organizations in the Houston area. Most problems were confronted and solved.

However, there were some which caused difficulties not possible of immediate solution. The NASA Headquarters Compliance Program Office, which had programmatic supervision over Center compliance specialists, preached aggressiveness in implementing the compliance program. Center management, which had overall responsibility and direct administrative supervision over Center compliance specialists, was more conservative and inclined to take the path of least resistance, thus allowing a continuance of the many time-oriented space procurement activities. An aggressive compliance specialist at the Center level was viewed with alarm and met numerous obstacles in attempting to achieve the programmatic objectives sought from him by the NASA Headquarters compliance program office.

This conflict seemed to create an atmosphere which at times was viewed by some managers as an "us and them" situation and, on many occasions, distrust and suspicion was directed towards the compliance office. It affected the work product of the compliance specialists and was evident in the work progress during the second year. In my particular case, this situation caused many discussions and conversations with my immediate supervisor.

As a result of this atmosphere, and because I felt that I was no longer contributing positively to the program or towards advancement of my own personal career, I sought employment elsewhere. I was fortunate to be considered for several positions, and in December of 1972 I accepted the position of Chief Counsel and EEO Officer at the NASA Flight Research Center in Edwards, Calif.

My experiences in the NASA EEO program, to that point, had been chiefly with contract compliance and while I had, to some extent, been involved with the principles of the in-house EEO programs, I was not closely familiar with them. Over the last 14 months, I have come to appreciate the many obstacles and problems which are presented to NASA managers, EEO officers, and Personnel officers in the implementation of an effective Affirmative Action program. Even with the best of intentions and strongest of motivations, the impediments encountered in implementing an effective Affirmative Action program are numerous and difficult of overcoming.

At Flight Research Center, we are asked to establish programs, AAP, 16 point, and Federal woman, to set goals and timetables, to

recruit and hire with emphasis toward including females and minorities, to implement procedures to prevent and redress discrimination, and to do all of this without violating any of the existing civil service regulations on merit, veteran's preference, and testing. This, when coupled with restrictions on average grade and complement ceilings, adds up to very difficult decisions by managers.

It is not unexpected that in many instances the ultimate decision will take a course that optimizes total advantages to Flight Research Center and forgoes advancements in the EEO programs.

What does this mean to the EEO programs at FRC? In the FRC affirmative action plan for calendar year 1974 being submitted this week to the Civil Service Commission, FRC reports that during the period January 1, 1973, through October 31, 1973, five professional positions were filled from outside hires and of these five, none were minorities and one was a nonminority female. Fifteen nonprofessional positions were filled from outside hires and of these, 2 were black, 1 was Spanish surnamed, and 12 were nonminority females. One black resigned weeks after being hired.

There were 11 merit promotion actions in the professional ranks. Of these, one was Spanish surnamed and two were nonminority females. In the nonprofessional ranks, there were 10 merit promotion actions. Of these, one was a black female and seven were nonminority females.

In each of the 20 outside hires, the FRC Personnel Office requested civil service registers for the appropriate job categories. In the professional registers, FRC found nonminority male veterans, 5 and 10 point preferences, and nonminority male nonveterans in the top three positions. The nonminority female professional hired was a cooperative education program student and was converted to a permanent status without having to be certified through the CSC register.

In the nonprofessional categories, all three minorities hired were outside the civil service registers. One was a reinstatement eligible and two were hired under the Vietnam veterans readjustment law. In the remaining 12 positions, only 1 minority female appeared on the top 3 candidates from the civil service registers, and she was not selected.

As is apparent from these figures, a minority or female candidate has not once been hired from the civil service professional registers, and not one minority candidate has been hired from the nonprofessional civil service registers. Our only successful efforts have been outside the civil service registers.

What does this mean?

At Flight Research Center, the civil service system for assisting agencies in hiring and placing employees in the Federal work force fails to produce minority and female candidates within reachable limits.

Why not?

The reasons range from merit, to veteran's preference, to testing impediments. And they also encompass the living conditions in the Mojave Desert, the driving distance from work to the nearest residential community of reasonable size—35 miles—and the lack of community activity in advancing the plight of the minorities and females.

As is apparent from the statements above, increasing representation of minorities and females in underutilized job categories is a difficult undertaking. And to do this in an atmosphere that specifically forbids special or compensatory considerations simply compounds the difficulties.

What can FRC do about this? We will continue our efforts with emphasis in those areas where FRC has been successful; that is, the cooperative education programs and the stay-in-school programs.

From my own personal point of view, I would welcome clarification of the intent of the Affirmative Action program. Is this a program intended to eliminate the effects of past discriminatory practices which will give minorities and females an opportunity to catch up, thereby, of necessity, implying special considerations and procedures, or is it merely a program to avoid present and future discrimination, thus forbidding special considerations and procedures to anyone?

Mr. Chairman, this concludes my statement.

[The prepared statement of Mr. Garza follows:]

STATEMENT OF CARLOS GARZA

Mr. Chairman and Members of the Subcommittee: I appreciate the opportunity to discuss with you, as requested, my experience as a NASA employee, as a former Contract Compliance Officer at the Johnson Space Center, and as an Equal Employment Officer at Flight Research Center.

AS A NASA EMPLOYEE

I came to work as a NASA employee in early 1966 when I was hired as an attorney-advisor in the Office of the Chief Counsel at the Johnson Space Center. Previously, I had worked as an Assistant District Counsel for the U.S. Army Engineer District in Galveston, Texas. The work at NASA was very different from the environment to which I was accustomed with the Corps of Engineers. It was exciting, dynamic, and novel. NASA was doing things that had not been done before, not just in space but in every field that supported the space program, and most of these efforts included novel and complex legal problems that presented interesting challenges to the individuals involved. The attitude of the participants was highly optimistic, very positive, and results-oriented. An aura of "can do" permeated the entire environment. The standing directive was to isolate and pinpoint any problems and find a way to help the client achieve his end-objective. Few things appeared impossible of achievement. This was my feeling when I came into the NASA organization and to a large extent continues to prevail.

As an individual I have been treated with respect and have enjoyed excellent working relations with other NASA employees. As in any organization, I've met other NASA employees whose individual opinions differed from mine on problems dealing with human relations, but none of these disagreements, in my opinion, reflect Agency policy.

I have been a part of the NASA EEO program since its inception and I am aware of some of the problems and difficulties encountered in implementing a successful program. As an involved and interested NASA employee, I will continue to work towards successful implementation of this program and towards resolution of any problems.

AS A FORMER CONTRACT COMPLIANCE OFFICER AT JOHNSON SPACE CENTER

I was persuaded in late 1970 to leave my position as an attorney-advisor and to take the job of establishing the contract compliance and minority business enterprise program at the Johnson Space Center. I was fully aware at the time of the many potential difficulties which could be expected in attempting to implement a social program of this type in an environment that was not "people oriented" but was instead "technical-achievement oriented." In spite of the problems encountered at the inception, the NASA contract compliance and minority business enterprise programs appeared headed toward successful im-

plementation. The contract compliance and minority business enterprise program at the Johnson Space Center also progressed well during the first year (1971). As in any program, continuing efforts were made to identify problems, to isolate specific weaknesses, and to resolve or correct these and any other deficiencies.

The small staff at Johnson Space Center (three specialists and one secretary) was comprised of dedicated, highly motivated individuals who spent many hours of their own time working in the community with minority organizations, helping establish them or strengthening those already in existence. At Johnson Space Center, we were able to achieve strong support, at that time, from the minority organizations in the Houston area. Most problems were confronted and solved, however, there were some which caused difficulties not possible of immediate solution. The NASA Headquarters compliance program office, which had programmatic supervision over Center compliance specialists, preached aggressiveness in implementing the compliance program. Center management, which had overall responsibility and direct administrative supervision over Center compliance specialists, was more conservative and inclined to take the path of least resistance, thus allowing a continuance of the many time-oriented space procurement activities. An aggressive compliance specialist at the Center level was viewed with alarm and met numerous obstacles in attempting to achieve the programmatic objectives sought from him by the NASA Headquarters compliance program office. This conflict seemed to create an atmosphere which at times was viewed by some managers as an "us and them" situation and, on many occasions, distrust and suspicion was directed towards the compliance office. It affected the work product of the compliance specialists and was evident in the work progress during the second year (1972). In my particular case, this situation caused many discussions and conversations with my immediate supervisor. As a result of this atmosphere, and because I felt that I was no longer contributing positively to the program or towards advancement of my own personal career, I sought employment elsewhere. I was fortunate to be considered for several positions and in December of 1972, I accepted the position of Chief Counsel and EEO Officer at the NASA Flight Research Center in Edwards, California.

AS AN EQUAL EMPLOYMENT OFFICER AT FLIGHT RESEARCH CENTER

My experiences in the NASA EEO program, to that point, had been chiefly with contract compliance and while I had, to some extent, been involved with the principles of the in-house EEO programs, I was not closely familiar with them. Over the last 14 months I have come to appreciate the many obstacles and problems which are presented to NASA managers, EEO officers, and Personnel officers in the implementation of an effective Affirmative Action program. Even with the best of intentions and strongest of motivations, the impediments encountered in implementing an effective Affirmative Action program are numerous and difficult of overcoming. At Flight Research Center, we are asked to establish programs (AAP, 16-Point and Federal Woman), to set goals and timetables, to recruit and hire with emphasis towards including females and minorities, to implement procedures to prevent and redress discrimination, and to do all of this without violating any of the existing Civil Service regulations on merit, veteran's preference and testing. This, when coupled with restrictions on average grade and complement ceilings, adds up to very difficult decisions by managers.

It is not unexpected that in many instances the ultimate decision will take a course that optimizes total advantages to Flight Research Center and foregoes advancements in the EEO programs.

What does this mean to the EEO programs at FRC? In the FRC Affirmative Action Plan for CY 74 being submitted this week to the Civil Service Commission, FRC reports that during the period January 1, 1973, through October 31, 1973, five (5) professional positions were filled from outside hires and of these five, none were minorities and one (1) was a non-minority female. Fifteen (15) non-professional positions were filled from outside hires and of these, two were black, one was Spanish-surnamed, and twelve (12) were non-minority females. One black resigned weeks after being hired. There were eleven (11) merit promotion actions in the professional ranks. Of these, one was Spanish-surnamed and two were non-minority females. In the non-professional ranks, there were the (10) merit promotion actions. Of these, one (1) was a black female and

seven (7) were non-minority females. In each of the twenty (20) outside hires, the FRC personnel office requested Civil Service registers for the appropriate job categories. In the professional registers, FRC found non-minority male veterans (5 and 10-point preferences) and non-veterans in the top three positions. The non-minority female professional hired was a cooperative education program student and was converted to a permanent status without having to be certified through the CSC register. In the non-professional categories, all three minorities hired were outside the Civil Service registers. One was a reinstatement eligible and two were hired under the Vietnam Veterans Readjustment law. In the remaining twelve positions, only one (1) minority female appeared on the top three (3) candidates from the Civil Service registers and she was not selected. As is apparent from these figures, a minority or female candidate has not once been hired from the Civil Service professional registers, and not one minority candidate has been hired from the non-professional Civil Service registers. Our only successful efforts have been outside the Civil Service registers.

What does this mean? At Flight Research Center, the Civil Service system for assisting agencies in hiring and placing employees in the federal workforce fails to produce minority and female candidates within reachable limits. Why not? The reasons range from merit, to veteran's preference, to testing impediments. And they also encompass the living conditions in the Mojave Desert, the driving distance from work to the nearest residential community of reasonable size (35 miles) and the lack of community activity in advancing the plight of the minorities and females.

As is apparent from the statements above, increasing representation of minorities and females in underutilized job categories is a difficult undertaking. And to do this in an atmosphere that specifically forbids special or compensatory considerations simply compounds the difficulties. What can FRC do about this? We will continue our efforts with emphasis in those areas where FRC has been successful, i.e., the cooperative education programs and the stay-in-school programs. From my own personal point of view, I would welcome clarification of the intent of the Affirmative Action program. Is this a program intended to eliminate the effects of past discriminatory practices which will give minorities and females an opportunity to "catch up" thereby, of necessity, implying special considerations, and procedures, or is it merely a program to avoid present and future discrimination, thus forbidding special considerations and procedures to anyone?

Mr. Chairman, this concludes my statement.

Mr. EDWARDS. Thank you very much, Mr. Garza.

If you would not mind remaining there, we would like to hear now from Mr. Vincent Oliver, Deputy Personnel Officer at the Drug Enforcement Administration, and Mr. Spann Watson. Mr. Watson is an Air Traffic Control Specialist with the FAA.

The Chair understands that both of these Federal employees unsuccessfully sought employment at NASA.

Mr. Oliver, you may proceed.

TESTIMONY OF VINCENT T. OLIVER, DEPUTY PERSONNEL DIRECTOR, DRUG ENFORCEMENT ADMINISTRATION, U.S. DEPARTMENT OF JUSTICE

Mr. OLIVER. My name is Vincent T. Oliver, and I am the Deputy Personnel Director at the Drug Enforcement Administration in the U.S. Department of Justice.

I would like to thank you, Mr. Chairman, for the invitation to inform the subcommittee of my background and experience in seeking employment at NASA.

Since January of 1967, I have held personnel management positions in the Navy Finance Center, Department of Defense; the Public Health Service, the Office of the Secretary and the Health Services and Mental Health Administration of the Department of Health,

Education, and Welfare; the Office of the Secretary of the Department of Labor, and for the past 2½ years in the Drug Enforcement Administration, as previously stated.

I have worked as both a personnel specialist and a personnel generalist in four branches of the Federal Executive Career Service and have spent considerable time in all of the Federal personnel disciplines, including position and pay management, staffing and placement, employee management relations, and employee development and training. In addition, I served as the Deputy Equal Employment Opportunity Officer in the Office of the Secretary, DHEW, from 1969 to 1970, during which time I wrote an agency EEO affirmative action plan and was responsible for investigating and preparing EEO complaints.

I hold the master's degree from Kent State University in counseling and guidance and a bachelor's degree from Central State College as a magna cum laude graduate. I am the recipient of the Drug Enforcement Administration's highest management award for exemplary managerial achievement above and beyond the call of duty and am a member of the National Association of Minority Employees.

I am also the author and publisher of a handbook on "Upward Mobility Under the General Schedule," expressly written to point out to Federal agencies the cause of and the many available solutions to the problem of racial discrimination in Federal employment which is maintained throughout the Federal Government through systematized covert practices having their genesis in the attitudes of whites toward blacks as described in the 1968 Report of the National Advisory Commission on Civil Disorders: "Certain fundamental matters are clear. Of these, the most fundamental is the racial attitude and behavior of white Americans toward black Americans.

"Race prejudice has shaped our history decisively; it now threatens to affect our future."

I might add that the future the Commission referred to in 1968 is now.

A copy of the handbook is respectfully submitted for the record as Exhibit No. 1.

Of my public service career in the field of personnel, 5 years was spent with the Ohio State Employment Service from which I was fired in 1969 because I am black, after scoring first on the civil service register as an employment service representative. In addition, I served as an advisor to the Secretary of Labor's EEO Task Force in 1971 and am currently a consultant to the District of Columbia area office of the NAACP legal defense fund on the technical aspects of Federal personnel procedures as they are used both overtly and covertly to discriminate against minorities and women throughout the Federal service.

In my best professional judgment, NASA is, and always has been, a discriminatory Federal employer, in violation of Executive Order 11478, the Civil Service Commission EEO regulations as described in chapter 713 of the Federal Personnel Manual and the 1972 EEO Act, a revision under title VII of the 1964 Civil Rights Act.

This assertion is confirmed by the fact that the overwhelming majority of minorities and women are now and always have been at the lower grade levels in NASA, as indicated by NASA's own statistics,

and that minorities and women occupy higher graded positions in NASA on only a token basis. This assertion is further confirmed by the fact that NASA, like the Drug Enforcement Administration and other discriminatory Federal agencies, offers excuse after excuse year after year for its discriminatory outcomes, including, we are committed deeply to the principles of equal employment opportunity; we firmly intended to do better next year; and minorities and women are neither available, interested in, or qualified to participate as full professionals in NASA's space program because somehow science and technology at NASA is much too complex for people the color of Benjamin Banneker, Charles Drew, George Washington Carver, and for people the same sex as Madame Curie, Margaret Mitchell, and Dixy Ray.

The assertion that NASA is a discriminatory employer is clearly confirmed by the fact that its Administrator chose to fire a highly qualified black EEO Director for doing an outstanding job in the area of equal employment opportunity, while on the other hand, the Administrator has never chosen to fire any white NASA management official for doing an unsatisfactory job in the same area, although he has complete authority to discipline any NASA employee who fails to carry out EEO responsibilities under the provisions of Executive Order 11478. By firing Ruth Bates Harris, the Administrator of NASA has, in essence, announced his approval to continue discriminating to the entire NASA organization and all of its people.

Certainly, if NASA were not a discriminatory employer, there would be no reason for a hearing today before this distinguished congressional body to examine NASA's EEO efforts, past, present, and future, precipitated by Ms. Harris' dismissal. In my judgment, based upon 13 years of black experience in Government personnel management, Ms. Harris was fired by NASA for precisely the same reason that I and others are not hired by NASA—we are black.

This particular assertion may be open to considerable debate by virtue of the fact that Ms. Harris is also female. There is no doubt in my mind, however, that justice carried to its proper conclusion will ultimately bear out the assertion that NASA has and does discriminate both racially and sexually and is conducting its public business with public funds in blatant violation of the public law.

So much, Mr. Chairman, for background.

My next purpose in appearing at your invitation is to inform the subcommittee, as requested, of my experience in seeking employment at NASA.

I applied for personnel positions in NASA on several different occasions. You, of course, must draw your own conclusions, but it is my considered opinion, based upon my experience in seeking employment with NASA, that contrary to the agency's claim that it is doing its best to hire minorities and that its future intentions are to improve its minority hiring practices, in fact NASA plays the consideration game with highly qualified minority candidates with no sincere intention to hire.

My first experience with NASA was in May of 1968. I applied for a GS-9 personnel staffing specialist position at NASA here in Washington. I was fully qualified. I was already a GS-9 staffing specialist at the time, my performance had been rated as outstanding by my then current employer, I was willing to accept a lateral transfer, and

I was cordially interviewed by the selection official. I was not selected, however, for the position. At the time, there were no blacks employed in the NASA personnel office to which I applied. The staff was all white.

My second experience with NASA was some years later, in June of 1972. By this time, after confrontation after confrontation with racial discrimination at each point in my quest for career development in the Federal service, I had become a GS-14 branch chief and had received outstanding performance ratings in four separate Federal agencies.

I applied for the position of personnel officer at the NASA Ames Research Center in San Francisco, Calif. It was my understanding that NASA was seriously interested in minority candidates for this position because the Center was experiencing serious discrimination and labor problems. A copy of my application, as submitted, is included for the record as Exhibit 2.

I was interviewed for the position on June 15, 1972, at NASA Headquarters here in Washington by Mr. Glenn Goodwin, the Ames' Director of Astronautics. So inept, insulting, prejudiced and unkempt was the interviewer that it was glaringly obvious that a black would not be selected for the Ames' personnel officer position, since the Center management sent a representative of Mr. Goodwin's caliber to conduct an interview for a personnel officer position. Clearly, NASA was playing the minority consideration game.

On June 16, therefore, by a letter to Dr. Hans Mark, Director of the Center, I described the insulting racist implications of the interview and withdrew my name from consideration. A copy of the letter to Dr. Mark is included for the record as Exhibit 3, along with his response indicating that I was highly qualified for the position. Of course, the candidate finally selected was white and had been the Center's EEO officer with limited background in Federal personnel management.

My third experience with NASA occurred in September of 1972, at which time I applied for the NASA headquarters' director of personnel. Outside candidates were invited to apply. A copy of the executive position vacancy announcement, dated September 15, 1972, is submitted for the record as Exhibit 4.

Ms. Harris had not yet been fired by Administrator Fletcher at this point and was actively carrying out her EEO responsibilities by recruiting as many minority candidates for the position as possible.

Mr. Chairman, NASA, like all other discriminatory Federal agencies, invariably claims that minorities and women are not hired for senior managerial and scientific positions because such qualified candidates are not available. EEO officers are commonly chided by management to find qualified minority and female candidates. Of course, when such candidates are found and apply, they are not selected, and when such candidates are not recruited by the EEO officer, management then says, I told you so. The irony in this is that minority recruiting is a primary responsibility of the personnel officer, not the EEO officer.

I wrote to Ms. Harris on August 25, 1972, regarding the opening and sent her a copy of my application. In the letter, I explained my experience with Ames and made it clear that I was interested in applying only if minority candidates would have an equal opportunity to be selected. A copy of that letter is submitted for the record as exhibit 5.

Ms. Harris responded as follows:

September 18, 1972. Dear Mr. Oliver, Thank you for your letter of August 25, 1972, in which you enclosed an application for the Personnel Officer position. I am fully aware of your position relating to the Ames Research Center opening and am most empathetic to the concerns and aspirations you express.

My main motivation in coming to NASA is to achieve the goals you so poignantly articulated in your letter. And I must admit, however, that NASA has a long, long journey ahead.

I have referred your application to the Assistant Administrator for Administration. I am sharing it with other top officials for consideration.

Your continuing interest in NASA is encouraging, and I hope one day all doubts will be erased as to whether or not NASA merits this interest.

A copy of her response is submitted for the record as exhibit 6.

Again, I was graciously interviewed for the position by a panel of several NASA senior management officials all of whom were white. After another candidate was selected, I received a letter of nonselection from Mr. Boyd C. Myers II, Deputy Assistant Administrator for Administration. A copy of the letter is submitted for the record as exhibit 7.

Subsequently, I applied a fourth time for a personnel position as chief of personnel program evaluation in NASA, was interviewed twice for the positions, and to date have heard nothing further.

On a fifth occasion, I received a call from Goddard Space Center inviting me to apply for a position in manpower management, and, of course, by this time it was patently obvious that NASA was seeking to insure that a minority would be "considered" for such vacancies though there was no intent to select a minority for any of these positions.

Mr. Chairman, I sincerely hope this testimony will provide the subcommittee with some insight with regard to how and why minorities are excluded from equal employment opportunity in the National Aeronautics and Space Administration and throughout the Federal Government.

I would plead with this subcommittee to use all of its power to insure that strong action is taken to eliminate race and sex discrimination from the Federal Service once and for all. Unless drastic measures are taken, equal employment opportunity will be no closer to becoming a reality 10 years from now in the Federal Government than it is today, for promises, commitments, and more EEO affirmative action plans on paper from agency after agency has failed to get the job done over the past 25 years. What seems to have happened is that EEO rhetoric in the Federal Government has been escalated to a new high, while EEO action remains a very low priority Governmentwide.

Again, my sincere thanks for the opportunity to address you today, and I shall be happy to respond to any question which any member of the subcommittee may desire to ask.

Mr. EDWARDS. Thank you, Mr. Oliver.

I am sure we will have some questions. Your testimony was eloquent. And with regard to the last paragraph in your testimony, again I assure you that the subcommittee takes its responsibility very seriously, and not only takes its responsibility seriously, but is mandated by the Full Committee on the Judiciary, and indeed Congress and the law itself, to continue our efforts in this important field.

[The prepared statement of Mr. Oliver follows:]

STATEMENT OF VINCENT T. OLIVER, DEPUTY PERSONNEL DIRECTOR, DRUG
ENFORCEMENT ADMINISTRATION, U.S. DEPARTMENT OF JUSTICE

TESTIMONY

My name is Vincent T. Oliver, and I am the Deputy Personnel Director at the Drug Enforcement Administration in the U.S. Department of Justice. I would like to thank you, Mr. Chairman, for the invitation "to inform the Subcommittee of (my) background and experience in seeking employment at NASA."

Since January of 1967, I have held Personnel Management positions in the Navy Finance Center, Department of Defense; the Public Health Service, the Office of the Secretary and the Health Services and Mental Health Administration of the Department of Health Education and Welfare; the Office of the Secretary of the Department of Labor and for the past 2½ years in the Drug Enforcement Administration as previously stated.

I have worked as both a Personnel Specialist and a Personnel Generalist in four branches of the Federal Executive Career Service and have spent considerable time in all of the Federal Personnel disciplines including position and pay management, staffing and placement, employee management relations and employee development and training. In addition, I served as the Deputy Equal Employment Opportunity Officer in the Office of the Secretary, DHEW from 1969 to 1970 during which time I wrote an agency EEO Affirmative Action Plan and was responsible for investigating and preparing EEO Complaints.

I hold the Master's Degree from Kent State University in Counseling and Guidance and a Bachelor's Degree from Central State College as a magna cum laude graduate. I am the recipient of the Drug Enforcement Administration's highest management award "for exemplary managerial achievement above and beyond the call of duty" and am a member of the National Association of Minority Employees.

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"... certain fundamental matters are clear. Of these, the most fundamental is the racial attitude and behavior of white Americans toward black Americans.

Race prejudice has shaped our history decisively; it now threatens to affect our future."

A copy of the handbook is respectfully submitted for the record as Exhibit No. 1.

Five years of my public service career in the field of Personnel was spent with the Ohio State Employment Service from which I was fired in 1969 because I am black after scoring first on the Civil Service Register as an Employment Service Representative. In addition, I served as an advisor to the Secretary of Labor's EEO Task Force in 1971 and am currently a consultant to the District of Columbia Area Office of the NAACP Legal Defense Fund on the technical aspects of Federal personnel procedures as they are used both overtly and covertly to discriminate against minorities and women throughout the Federal Service.

In my best professional judgment, NASA is and always has been a discriminatory Federal employer in violation of Executive Order 11478, the Civil Service Commission EEO Regulations as described in Chapter 713 of the *Federal Personnel Manual* and the 1972 EEO Act, a revision under Title VII of the 1964 Civil Rights Act. This assertion is confirmed by the fact that the overwhelming majority of minorities and women are now and always have been at the lower grade levels in NASA, as indicated by NASA's own statistics, and that minorities and women occupy higher graded positions in NASA on only a token basis. This assertion is further confirmed by the fact that NASA, like the Drug Enforcement Administration and other discriminatory Federal agencies, offers excuse after excuse year after year for its discriminatory outcomes including "we are

committed deeply to the principles of Equal Employment Opportunity," "we firmly intend to do better next year," and "minorities and women are neither available, interested in or qualified to participate as full professionals in NASA's space program because somehow science and technology at NASA is much too complex for people the color of Benjamin Banneker, Charles Drew, George Washington Carver and for people of the same sex as Madame Curie, Margaret Mitchell and Dixie Ray." The assertion that NASA is a discriminatory employer is clearly confirmed by the fact that its Administrator chose to fire a highly qualified black EEO Director for doing an outstanding job in the area of Equal Employment Opportunity while on the other hand, the Administrator has never chosen to fire any white NASA management official for doing an unsatisfactory job in the same area, although he has complete authority to discipline any NASA employee who fails to carry out EEO responsibilities under the provisions of Executive Order 11478. By firing Ruth Bates Harris, the Administrator of NASA has, in essence, announced his approval to continue discriminating to the entire NASA organization and all of its people.

Certainly, if NASA were not a discriminatory employer, there would be no reason for a hearing today before this distinguished Congressional body to examine NASA's EEO efforts past, present and future, precipitated by Mrs. Harris' dismissal. In my judgment, based upon thirteen years of black experience in government personnel management, Mrs. Harris was fired by NASA for precisely the same reason that I and others are not hired by NASA—we are black. This assertion may be open to considerable debate by virtue of the fact that Mrs. Harris is also female. There is no doubt in my mind, however, that justice carried to its proper conclusion will ultimately bear out the assertion that NASA has and does discriminate both racially and sexually and is conducting its public business with public funds in blatant violation of the public law. So much, Mr. Chairman, for background.

My next purpose in appearing at your invitation is to inform the Subcommittee, as requested, of my experience in seeking employment at NASA.

I have applied for Personnel positions in NASA on several different occasions. You, of course must draw your own conclusions, but it is my considered opinion, based upon my experience in seeking employment with NASA, that contrary to the agency's claim that it is doing its best to hire minorities and that its future intentions are to improve its minority hiring practices, in fact NASA plays the "consideration game" with highly qualified minority candidates with no sincere intention to hire.

My first experience with NASA was in May of 1968. I applied for a GS-9 Personnel Staffing Specialist position at NASA here in Washington. I was fully qualified, I was already a GS-9 Staffing Specialist at the time, my performance had been rated as outstanding by my then current employer. I was willing to accept a lateral transfer and I was cordially interviewed by the selection official. I was not selected, however, for the position. At the time, there were no blacks employed in the NASA Personnel Office to which I applied. The staff was all white.

My second experience with NASA was some years later in June of 1972. By this time, after confrontation after confrontation with racial discrimination at each point in my quest for career development in the Federal Service, I had become a GS-14 Branch Chief and had received outstanding performance ratings in four separate Federal agencies. I applied for the position of Personnel Officer at the NASA Ames Research Center in San Francisco, California. It was my understanding that NASA was seriously interested in minority candidates for this position because the Center was experiencing serious discrimination and labor problems. A copy of my application, as submitted, is included for the record as Exhibit No. 2.

I was interviewed for the position on June 15, 1972, at NASA Headquarters here in Washington by Mr. Glenn Goodwin, the Ames' Director of Astronautics. So inept, insulting, prejudice and unkempt was the interviewer that it was glaringly obvious that a black would not be selected for the Ames' Personnel Officer position since the Center management sent a representative of Mr. Goodwin's calibre to conduct an interview for a Personnel Officer position. Clearly, NASA was playing the minority consideration game. On June 16, therefore, by letter to Dr. Hans Mark, Director of the Center, I described the insulting racist implications of the interview and withdrew my name from consideration. A copy of the letter to Dr. Mark is included for the record as Exhibit No. 3, along with his response indicating that I was highly qualified for the position. Of course,

the candidate finally selected was white and had been the Center's EEO Officer with limited background in Federal Personnel Management.

My third experience with NASA occurred in September of 1972, at which time I applied for the NASA Headquarters' Director of Personnel. Outside applicants were invited to apply. A copy of the Executive Position Vacancy Announcement dated September 15, 1972 is submitted for the record as Exhibit No. 4. Mrs. Harris had not yet been fired by Administrator Fletcher at this point and was actively carrying out her EEO responsibilities by recruiting as many minority candidates as possible. Mr. Chairman, NASA, like all other discriminatory Federal agencies, invariably claims that minorities and women are not hired for senior managerial and scientific positions because such qualified candidates are not available. EEO officers are commonly chided by management to find qualified minority and female candidates. Of course, when such candidates are found and apply, they are not selected, and when such candidates are not recruited by the EEO Officer, management then says "I told you so!" The irony in this is that minority recruiting is a primary responsibility of the Personnel Officer not the EEO Officer.

I wrote to Ms. Harris on August 25, 1972 regarding the opening and sent her a copy of my application. In the letter, I explained my experience with Ames and made it clear that I was interested in applying only if minority candidates would have an equal opportunity to be selected. A copy of that letter is submitted for the record as Exhibit No. 5. Ms. Harris responded as follows: (See Exhibit No. 6). A copy of her response is submitted for the record as Exhibit No. 6.

Again, I was graciously interviewed for the position by a panel of several NASA senior management officials all of whom were white. After another candidate was selected, I received a letter of non-selection from Mr. Boyd C. Myers, II, Deputy Assistant Administrator for Administration. A copy of the letter is submitted for the record as Exhibit No. 7.

Subsequently, I applied a fourth time for a Personnel position as Chief of Personnel Program Evaluation in NASA, was interviewed twice for the position, and to date have heard nothing further. On a fifth occasion, I received a call from Goddard Space Center inviting me to apply for a position in Manpower Management, and, of course, by this time it was patently obvious that NASA was seeking to insure that a minority would be "considered" for such vacancies though there was no intent to select a minority for any of these positions.

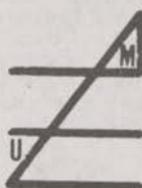
Mr. Chairman, I sincerely hope this testimony will provide the Subcommittee with some insight with regard to how and why minorities are excluded from Equal Employment Opportunity in the National Aeronautics and Space Administration and throughout the Federal Government.

I would plead with this Subcommittee to use all of its power to insure that strong action is taken to eliminate race and sex discrimination from the Federal Service once and for all. Unless drastic measures are taken, Equal Employment Opportunity will be no closer to becoming a reality ten years from now in the Federal Government than it is today, for promises, commitments and more EEO Affirmative Action Plans on paper from agency after agency has failed to get the job done over the past twenty-five years. What seems to have happened is that EEO rhetoric in the Federal Government has been escalated to a new high, while EEO action remains a very low priority government-wide.

Again, my sincere thanks for the opportunity to address you today, and I shall be happy to respond to any question which any member of the Subcommittee may desire to ask.

EXHIBIT #1

UPWARD MOBILITY
UNDER
THE GENERAL SCHEDULE



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UPWARD MOBILITY
UNDER
THE GENERAL SCHEDULE

Prepared
Written and Published
by
VINCENT T. OLIVER
B.S., M.Ed.

WASHINGTON, D.C.

1972

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FOREWORD

Discrimination of any kind based on factors not relevant to job performance must be eradicated completely from Federal employment . . .

The President of the United States
MEMORANDUM TO AGENCY HEADS, 1969

Despite significant gains in overall employment of minority group persons in the Federal Service, too many of our minority employees are concentrated at the lower grade levels, victims of inadequate education and past discrimination.

The Chairman of the Civil Service Commission
EEO PROGRESS REPORT TO THE PRESIDENT, 1969

As efforts to implement equal opportunity have proceeded, the complexity and interaction of the many forms of discrimination and segregation have become increasingly evident.

U.S. Department of Labor
MANPOWER REPORT OF THE PRESIDENT, 1970

PREFACE

This handbook on "Upward Mobility Under the General Schedule" has been written for use by anyone who chooses to use it. Its owners are its users, i.e., minority Federal employees who have been denied upward mobility, Federal supervisors and managers, Federal personnelists, Upward Mobility Coordinators, EEO Officers or those who seek to understand discrimination in Federal employment.

The contents are intended to contribute to the elimination of discrimination, the furtherance of equal employment opportunity, the enhancement of public service employment and the improvement of Federal personnel administration.

Publication of the handbook was financed through personal funds since Federal managers, in their typically conservative, biased and indecisive propensity for ignoring and avoiding both controversial and substantive management issues, particularly racial discrimination, generally succeed in discouraging and preventing the publication of controversial views which focus upon the root causes of historic and deceptively systematized discrimination against minorities in Federal employment. Within majority group bureaucracies, the perverted exercise of authority, supported by the "democratic process," is employed to suppress both minorities and minority views on discrimination.

Application of the concepts contained in the handbook will hopefully serve to put an end to excuses for discriminating against minorities in the Federal Service. The simple truth of the matter is that minorities can be promoted and upgraded by any manager, supervisor and Federal Personnel Office staff who choose to use their power in concert with equity in order to do so. Further, it requires no special efforts nor mysterious techniques.

For far too long, far too many in the Federal Service have engaged in deceptive, illegal and immoral discriminatory practice as the means by which to exclude minorities from equal opportunity in employment. The personnel system and insistence that minorities are somehow vocationally inferior are then used as excuses to account for that which is nothing less

than discrimination. Continuing existence of Equal Employment Opportunity Programs, special upward mobility efforts and the issuance of anti-discrimination Executive Orders are final testimony to the fact that discrimination in the Federal service remains real, pervasive and is ongoing.

The unspoken systematic practice of discrimination, encouraged and abetted by tacit approval and indifference, represents the manifestation of that which can be most accurately described as institutionalized racism. Such practice can be abruptly and completely eliminated, at least in Federal employment, by those who choose to apply some rather simple techniques of the kind herein described.

UPWARD MOBILITY
UNDER
THE GENERAL SCHEDULE

NATURE OF THE PROBLEM

Purpose

The purpose of the guides, ideas and suggestions contained throughout this discussion is to provide managers, supervisors and personnelists in the Federal Service positive and affirmative direction by which to insure that minority group Federal employees under the General Schedule receive equal promotion opportunity free of mythical bias and that such employees will not be further denied equal promotion opportunity because of either overt or subtle discriminatory practices. The guides are further intended as positive implementing methods through which to eliminate all vestiges of racial discrimination in career development throughout the Federal Service and to make an imperfect Federal Personnel System work as perfectly for General Schedule minority employees as it seems to work for their majority group counterparts.

While the Federal Upward Mobility Program, as described by the Civil Service Commission, addresses itself to employees in grades GS-1 through GS-7 and their equivalents, the guides contained herein are applicable in principle to the promotion and upgrading of employees throughout the entire General Schedule grade structure for those managers, supervisors and personnelists who want to be fair and who feel a responsibility to abide by the law.

Legal and Moral Implications

Those who discriminate against minorities in employment are no less irresponsible and no more law abiding than those who violate other laws. Discrimination in employment, either deliberate or inadvertent, is in direct violation of both the letter and the intent of the law of the land.

Executive Order 11478, and those which have preceded it, forbid discrimination in Federal employment and require that every Federal employee, regardless of race, must have an equal opportunity to work and to develop to the highest level of his or her fullest potential. This does not mean that every employee entering the Federal Service is ultimately guaranteed a GS-18 position under the General Schedule. The require-

ment does mean, however, that within the inherent nature, limitations and imperfections of the General Schedule System, minority employees are entitled to the same opportunities to develop their careers and be promoted by the same methods which apparently make such opportunities fully available to majority group employees, a disproportionately high number of whom seem to rise high enough to create what appears to be a top heavy General Schedule grade structure.

Federal managers, supervisors and personnelists are legally and morally bound to abide by: (1) the non-discrimination provisions of the 1964 Civil Rights Act, (2) numerous Executive Orders issued by the President of the United States, (3) Civil Service Commission Regulations on Equal Employment Opportunity, (4) Executive Agency policies and (5) the provisions of the Constitution prohibiting the abridging of citizens' privileges.

The Illogical Hierarchy

It would seem, in purely logical terms, that each step up the career development ladder would reduce the numerical opportunities to move to the next higher grade simply because, in the absence of fact, there would seemingly exist fewer higher graded positions in ascending order and more employees competing for such positions. The hierarchical perception of bureaucratic pyramids re-enforces such logic and is sometimes used to rationalize the fact that minorities, by and large, remain at the bottom of the General Schedule grade structure. By this reasoning, it is implied that minorities are at the bottom because they are better qualified to compete at grades GS-1 to GS-6 and rarely become well enough qualified, in significant numbers, to compete at grades GS-11 to GS-18.

Later in this discussion of upward mobility, we shall see some of the reasons why significant numbers of minorities have not and do not reach the higher graded positions and that the logical perception of Federal organizational pyramids, relative to numerical opportunities throughout the General Schedule grade structure, is sometimes quite illogical. In many Federal Executive Agencies, the pyramid perception may be valid relative to the exercise and delegation of authority but does not appear to be valid relative to the number of high-graded employees (GS-11 to GS-18) as compared with the number of low graded employees (GS-1 to GS-6) or the number of intermediate graded employees (GS-7 to GS-10).

Long standing evidence has clearly established, as a matter of fact, that minority General Schedule employees do not enjoy an equal opportunity to be promoted throughout the Federal Service as do majority group employees. The apparently top heavy portion of the GS grade structure includes, for the most part, a disproportionately low number of minorities. This phenomenon, as mentioned above, is often attributed to what appears to be, at least in part, a pervasive myth that minorities are not qualified. However, General Schedule employees throughout the Federal Service include a number of majority group members who have, by one method or another, enjoyed the opportunity to move from GS-2 to GS-15 while being only high school graduates or less and performing only satisfactorily. Further discussion of this illogical double standard will also follow.

Broad Based Application

A variety of programs such as MUST, PSC, COP, etc., have been designed to enhance career development among General Schedule employees throughout the Federal Service. While such programs have been helpful, mostly among lower graded employees, widespread upgrading inequities still persist at the lower, intermediate and upper grade levels, particularly among minorities. Upward mobility, as used within the context of this discussion is intended to apply to the promotion and upgrading of minorities throughout the entire range of the General Schedule grade structure. Most Federal programs intended to enhance career development in the Federal Service can be "plugged into" the upward mobility approach described herein. For example, as stated in CSC Bulletin No. 410-52, dated June 3, 1970, on the "Public Service Careers Program in the Federal Service:"

The upgrading component provides agencies with a highly flexible opportunity to develop new and/or expanded upward mobility programs to meet some of their manpower needs for technicians and professional aides in a variety of occupations. The intent of this component is to assist agencies, through the use of seed money, to develop effective upward mobility programs for lower level employees, including job restructuring activities, career ladder development and upgrade training opportunities, which may serve as models for implementation on a broader basis throughout the agency.

Broad based application of the conceptual model, the implementing guides and the call for a change of attitudes described on the following pages can be utilized in concert to promote employees at any grade level. Federal promotion procedures are much the same regardless of grade and the Federal Personnel System provides some highly flexible options through which employees can be developed and promoted to their highest level of potential. While the system is not perfect, it cannot be used as an excuse to account for unfairness, promotional inequities or discriminatory practices. These are problems created by people who either fail to understand the full potential of the system, who pervert system procedures or use the system to develop the careers of some while refusing to use the same system to develop the careers of others. The net result of such behavior amounts to historic and continuing preferential treatment of the majority group.

Nothing described in this discussion is new or different. The concepts outlined are all a part of a very viable Federal Civil Service System. Hopefully, the ideas, format and contents will clarify some misunderstandings, provide insights and help Federal managers, supervisors and personnelists carry out their responsibilities relative to Equal Employment Opportunity.

MAJOR BARRIERS

The Buddy System

Many supervisors and managers throughout the Federal Career Service may be characterized as "bootstrappers," i.e., middle classed, ethnic, Caucasian males, who have moved up the Federal career ladder via the infrequently discussed "buddy system." The boss liked them, decided to "bring them along," said all of the "right" things about them to the "right" people, promoted them by rewriting their position description or preselecting at the right time and worked closely with another buddy or two in the Personnel Office to "nail down" the paperwork, i.e., classification and approval of a higher graded position description and obtaining the proper signatures on an SF-52. Political influence in the form of a letter or a call from the "right" person to the "appropriate" official has also helped many. It must be recognized that the "buddy system" has been part of the inherent nature of the Federal Career Development System, for better or for worse, and will probably continue to be as long as people remain human. To debate nepotism or the Hatch Act in this discussion would amount to an exercise in futility due to the muteness of the issues. What becomes relevant in this discussion is that the "buddy system" rarely includes minorities in their quest for upward mobility and, thus, tends to become a major barrier.

It is interesting to observe, for example, how many Catholics (Irish, Italian or otherwise) seem to get promoted in Federal Agencies when other Catholics man the Personnel Office and hold supervisory and managerial positions. It is further enlightening to note how career employees sometime move to higher positions as political administrations change. Many "bootstrappers" have moved up the career development ladder from lower grades to GS-15 positions without the benefit of higher education, special training, upward mobility programs, career counseling or any of the special efforts which now seem so necessary in order to provide upward mobility for minorities. Most have simply been promoted after time in-grade as the result of being an accepted part of an "in-group" which would make the system work in their behalf, bend the rules legally when necessary (this is the same thing as creative initiative), trade personnel favors among themselves, bowl in the same suburban leagues and usually share the same prejudices. Unfortunately, many are poorly educated, poor supervisors and Peter Principle-type managers who will rarely admit their prejudices but who often believe, to varying degrees, that minorities want welfare, are not

qualified and should "work hard as I did and 'earn' a promotion." Ironically, most middle aged "bootstrappers" who hold degrees, do so as the direct result of direct welfare payments — the G.I. Bill, and few who have enjoyed the benefits of upward mobility via the "buddy system" have been rated as outstanding workers.

Majority Group Attitudes

No amount of hard work and/or training of deadended or under-utilized minority employees, who work under "bootstrap" supervision or management, will significantly enhance such employees upward mobility. Many of these employees already have long tenure, have demonstrated satisfactory performance, are better educated than their supervisors and have often completed, to no avail, training course after training course. The "bootstrapper" will usually react just as negatively, if not more so, to an outstanding minority employee as he will to all other minorities, relative to upgrading or promotion, i.e., maintain double standards of expectation, refuse to recognize or reward performance, plagiarize ideas, check on arrival and departure times, "knit-pick" the work and promise but never deliver a promotion. This phenomenon is primarily due to attitudes in the supervisor or manager which have little to do with either the performance or qualifications of the deadended or underutilized minority. Supervisory training and EEO conferences throughout the Federal Service represent attempts to deal with such prejudices and supervisory inadequacies.

While "bootstrap" managers and supervisors frequently insist "I can't find any qualified minorities to promote to journeyman specialists, section chief, team leader, branch supervisor or office director," a highly educated experienced minority who has been underutilized for years, often under the same manager's supervision, is somehow overlooked and rarely selected for a more responsible position when a vacancy occurs. Traditionally, managers and supervisors have gone outside (outside of the agency or outside of the Federal Service) to fill higher graded or more responsible positions with other majority group candidates having little knowledge of the unique features of the position being filled rather than select a knowledgeable in-house minority. This, then, is another reason that minorities become deadended and underutilized and most often have little confidence in the credibility of Agency Merit Promotion Programs.

It is virtually impossible for minority employees to become an accepted part of the "bootstrap buddy system." Minorities

working in majority group work environments of the Federal Career Service are rarely a part of the majority "in-group." Minorities usually have no one who will trade personnel favors in their behalf, usually work under supervisors who are not likely to preselect them or rewrite their position description for a higher grade and have no buddies in the Personnel Office (Federal Agency Personnel Offices hire few minorities). In addition, minority employees do not usually bowl in suburban bowling leagues, since they are generally excluded from suburbia, and only rarely do minority group employees share the same racial prejudices as their "bootstrap" supervisors.

In considering major barriers to upward mobility relative to minorities, it is important to recognize that majority group supervisors and managers who persist with the attitude that minorities want welfare rather than an equal opportunity to work and develop, and who, at the same time, obstruct the entrance and upward mobility of minorities, make a significant contribution to the continuation of poverty and welfare problems. It is further important for supervisors and managers to understand that the words "disadvantaged" and "minority" are not synonymous. Some minorities are disadvantaged (low income, limited education, lack work skills, etc.) However, most of the disadvantaged in the United States are of the majority group. Simply because a minority employee is working as a GS-1, 2 or 3, does not mean that the employee is poverty stricken, poorly educated or without work skills. Many are simply inexperienced high school graduates who type well, work well and get along well with a supervisor who knows how to develop inexperienced employees and will help the employee overcome the natural fears of being in a new job with strange people. Most minority workers are typical Americans.

The identification, discussion and clarification of majority group attitudes, which contribute in great part to the underutilization and deadended dilemma among minorities throughout the Federal Career Service, is intended to provide Federal managers and supervisors with some insight which may be helpful in implementing upward mobility. If Federal managers and supervisors could voluntarily bring themselves to upgrade minorities through the "buddy system," special upward mobility efforts would soon become unnecessary, the added responsibility and costs of upward mobility programs could be sharply curtailed and the mounting pressure of Equal Employment Opportunity requirements could be considerably reduced. Resistance, however, either subtle or overt, tends to generate more pressure, more special programs and contributes to the development of the kinds of potentially volatile conditions

which led to explosive confrontations in the Department of Health, Education and Welfare; the Department of Housing and Urban Development and, most recently, at the Library of Congress.

Intermediate Bridging Positions: High Demand-Low Supply

General Schedule employees, by and large, fall most often into two major categories: (1) low graded, GS-1 through GS-6 and (2) high graded, GS-11 through GS-18. For example, "Pay Structure of the Federal Civil Service," prepared by the Civil Service Commission, will show the following grade structure for one Executive Department as of June 30, 1970:

GS Grade	Number of Employees		
18	8	} 5576 = 53.1%	
17	29		
16	64		
15	565		
14	923		
13	1220		
12	1854		
11	913		
10	27		} 1409 = 13.4%
9	574		
8	74		
7	734	} 3508 = 33.5%	
6	765		
5	1250		
4	796		
3	503		
2	158		
1	36		
TOTAL	10,493		

Similar trends appear among other Executive Agencies. A review of Equal Employment Opportunity statistics of General Schedule employees in many Federal Agencies will usually reveal that minority employees comprise a disproportionately high number of the GS-1 through GS-6 group and a disproportionately low number of the GS-11 through GS-18 group.

The Office of Management and Budget has recently issued a requirement that the average grade of the Federal work force be reduced. (OMB Bulletin 72-4), dated August 5, 1971). This requirement could be linked with providing greater up-

ward mobility opportunities throughout the General Schedule with minimal damage to highgraded individual employees. One approach would involve the redesign of some positions, grade GS-11 through GS-15, as attrition occurs throughout this grade category. The positions could be redesigned as Technician and Assistant positions at grades GS-7 through GS-10, the category of positions which presently appears to be in shortest supply.

A large part of the deadend and underutilization dilemma among lowgraded General Schedule employees throughout the Federal Career Service is directly attributable to the gross absence of sufficient numbers of paraprofessional Technician and Assistant type positions to bridge the gap between subprofessional and professional employment. Upward mobility is, therefore, seriously restricted, and an unusually large number of minority employees find themselves "locked into" low graded positions with few numerical opportunities for intermediate career development leading to high graded positions. Relative to upward mobility via the Public Service Careers Program, CSC Bulletin No. 410-52, quoted earlier, further states:

Beyond the entry level, large numbers of Federal employees are locked in low level jobs with little hope for advancement. Such conditions adversely affect the morale of the Federal work force and costs the Government dearly in terms of wasted manpower. What is needed and what the PSC program supports is a new emphasis on improving our personnel systems and practices so as to facilitate upward mobility opportunities for our present lower level employees.

It is generally recognized that improved utilization of manpower resources in both the public and the private sectors is, to a great extent, dependent upon the creation of more paraprofessional jobs and the development of more paraprofessional workers. A primary source of such workers lies within the ranks of the sub-professional work force, particularly among General Schedule Federal employees. In tapping this source, the upward mobility potential within the Federal Service could be maximized, salary costs could be reduced, the OMB grade reduction requirement could be served, and a greater number of Federal employees could be far more effectively utilized. Job redesign and restructuring could be accomplished during the annual position management review, required of Federal agencies, in such a manner as to relieve many professionals of the kind of time consuming tasks which could be performed just as effectively by paraprofessionals and at a much lower manhour cost.

TOWARD IMPLEMENTING THE SOLUTION

The Conceptual Model

Following is a conceptual model showing upward mobility paths and combinations of paths which, when supported with such methods as more flexible interpretation of employee qualifications, training agreements, the job element approach or the newest provisions of the Government Employees Training Act, described in FPM Letter No. 410-9 dated January 26, 1971, provide a variety of avenues through which upward mobility may be accomplished. It is again emphasized that more bridging positions (Technicians and Assistants, grades GS-7 through GS-10) must be established to obtain the best results. In so doing, the traditional tendency to avoid classifying positions at grades GS-8 and GS-10 must be abandoned.

The conceptual model may be thought of as a "map" representing the theoretical terrain of upward mobility under the General Schedule with emphasis on prospective paths which can be followed from lower to higher grades and from lower to higher levels of responsibility via promotions, lateral reassignments or downgrading. Promotion is the first preferred alternative with lateral reassignment being used when promotion is clearly impossible. Downgrading to get to a position of greater potential should be used only as a last resort with the employee's salary saved at the highest allowable rate.

It should be kept in mind that many underutilized and dead-ended employees will be eligible and qualified for upgrading without the need for further training or special preparation.

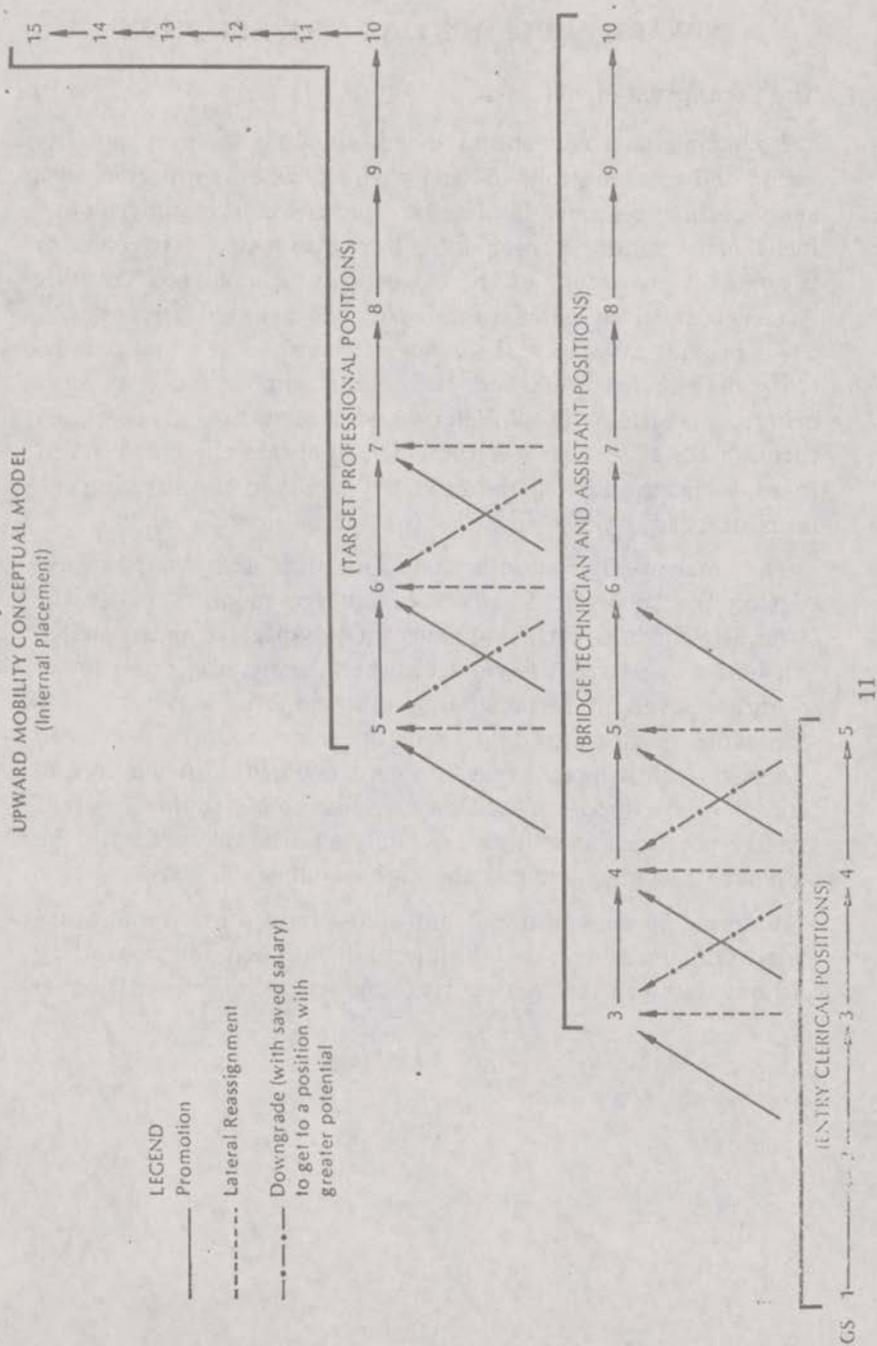
UPWARD MOBILITY CONCEPTUAL MODEL
(Internal Placement)

LEGEND

— Promotion

- - - Lateral Reassignment

- · - · - Downgrade (with saved salary)
to get to a position with
greater potential



Basic Upgrading Concepts

Though the Federal Personnel System may seem complex and complicated to many, keeping a few basic principles and useful reference sources in mind may be helpful in moving underutilized and deadended employees up the career development ladder via the paths outlined in the conceptual model:

1. Up to the GS-5 level, employees can be promoted after ninety days in-grade, not to exceed two promotions during one calendar year, provided appropriate quantitative experience requirements are met through actual work experience or an education substitute or a combination. Use the add-on rule in interpreting the experience requirement for the next higher grade. (See FPM Chapter 337-3-1b)
2. Above the GS-5 level, one year in-grade establishes automatic eligibility and qualification for the next higher grade in the same series, regardless of the position, and for some positions in closely related series.
3. Appropriate clerical experience is generally qualifying for most Assistant and Technician positions at the appropriate grade level.
4. Appropriate experience in Assistant or Technician positions, properly interpreted, can be qualifying for many professional positions (Specialists, Analysts, etc.) at the GS-5 level either by promotion or lateral reassignment.
5. Except for positions such as Medical Officer, Lawyer, Accountant, etc., education is a substitute for experience or can be used in combination with experience to qualify candidates for upgrading.
6. The job element approach and training agreements approved by the Civil Service Commission are highly useful methods of qualifying employees more rapidly for upgrading in the absence of sufficient qualifying experience and/or education.
7. See FPM, Chapter 300, Appendix A for a list of series in which promotion at 2-grade intervals is appropriate up to and including GS-11.
8. See "X-118 Qualification Standards" and the General Amendment for the specific and detailed interpretation of the preceding general concepts, and apply all with reasonable flexibility and sound professional judgment.

Identification of Roles

I. Supervisor's Role — Creative Initiative

A. *Identify Candidates for Upgrading*

What to look for:

1. Time in grade is excessive. (Ask yourself — Why?)
2. Has been working in the same job for many years but has not been promoted. (Is the employee a minority?)
3. Is in a deadend job (little or no possibility for advancement) and capabilities (initiative, cooperativeness, interest, reliability, previous education, experience, knowledge of the work, etc.) are only being partially utilized.
4. Assists or works closely with a supervisor but is passed over when supervisory or other higher level positions are filled.
5. Shows potential to perform at a higher grade, at a higher level of responsibility or in a related type position. (Thoughtfully consider how and why you were promoted. Was it because you performed satisfactorily or because the boss liked you or because you had always been a superior employee?)
6. Is currently eligible for the next higher grade.
7. You have shown little interest in the employee.
8. Other majority group employees in the same work environment generally hold higher grades, have been promoted or seem to move on to better jobs.
9. Annual performance evaluation has been satisfactory.

NOTE: a. Most employees requesting additional responsibilities may be regarded as likely candidates for upgrading.

b. Clerks, typists, secretaries, technicians, assistants, etc. who exhibit sustained satisfactory performance or better are prime candidates for upgrading.

c. Employees who are well qualified by virtue of time on the job, performance and previous training, yet remain deadended as others move on, should receive at least equal selection opportunity.

- d. Quiet employees who do their job, say little and create no major difficulties should be rewarded by competent supervisors with promotions at every opportunity rather than taken for granted, overlooked or expected to be satisfied with an occasional "pat on the head."
- e. Many underutilized and deadended employees need only upgrading opportunity (selection), not more training.

B. *Use the Career Development Process*

1. One Approach — Career Promotion

- a. Redesign the current position of the employee to include higher level duties. Rewrite the position description to reflect the added responsibilities at a higher grade in the same or in a closely similar job series. Example:

Clerk-Typist, GS-322-3
 to
 Clerk (Typing), GS-301-4/5
 or
 Secretary (Stenography), GS-318-4
 to
 Staff Assistant, GS-301-5/6
 or
 Accounting Clerk, GS-501-4
 to
 Accounting Technician, GS-525-5/6
 or
 Personnel Clerk, GS-203-3
 to
 Personnel Assistant, GS-203-4/5

- b. Initiate (type, sign and submit to the Personnel Office through channels) a Form 52, "Request for Personnel Action," accompanied by the new position description. The "52" should include the employee's name, "Nature of Action" section should read "Promotion." Indicate in the "Comments" section of the Form 52 "Career Promotion — Gradual Accretion of Duties"—PSC Upgrade or MUST Upgrade, etc). Item 3a of the new PD should read "In lieu of ——" (old position title, series, grade and number).

- c. Sign the new description.
- d. Contact the servicing Personnel Specialist and explain what is being done and why. Discuss intent, upward mobility requirements, related classification matters, et al. Do this in advance if and when it seems the most effective way to obtain Personnel's approval. *Use discretion and/or experienced judgment* in terms of "what works" with your personnel people.
- e. Repeat a, b, c, and d above as regularly as the employee is eligible and ready and additional higher level responsibilities can be assigned to the incumbent.

NOTE: This approach requires no new billet and is exempt from announcing and competitive merit promotion procedures. (See FPM Chapter 335, Section 4-2 and Agency Merit Promotion Plan)

2. Another Approach — Merit Promotion

- a. When a position under the supervisor's jurisdiction is vacated through attrition or a new billet is obtained, design and write a Technician or Assistant position (bridging position), at the highest possible grade, which is clearly within reach of lower graded employees. Have the position established (classified). Example: Budget Technician, GS-501-6.
- b. Then have the position announced at two grades below the classified level. Example: Budget Technician, GS-501-4/5/6.
- c. Insure that eligible underutilized and/or lower graded employees (GS-3, 4 and 5) apply under the announcement. Such employees should be encouraged (and assisted when necessary) to submit a well developed Form 171 which highlights their experience as such experience relates to the duties and requirements stated in the announcement and emphasizes the candidate's strong points. All procedures described in the vacancy announcement should be meticulously followed.
- d. Then select by underfilling the position and subsequently promote to the higher grades as the employee becomes eligible, i.e., completes time in grade and/or experience requirement.

3. A Third Approach — Career Development Counseling

- a. Encourage lower graded and underutilized employees to apply for all announced vacancies with upgrading potential for which eligible and qualified either by lateral reassignment or promotion, regardless of the organizational location of the vacancy. (Obviously, employees will only be encouraged to apply for vacancies in which they are interested.)
- b. Discuss career development (upgrading) opportunities occurring both within and outside the immediate organizational unit, showing sincere concern in helping the employee to move ahead. (Supervisors should not hold employees back because "they are too good to lose.")
- c. Provide supervised on-the-job training for employees to help them develop skills, work habits, positive attitudes, self confidence, initiative, etc. in preparation for more advanced and higher graded jobs.
- d. Recommend, encourage and assist in the selection of internal and external training and/or education which will clearly enhance the employee's upgrading potential. (Contact the Training Officer for advice and assistance).

NOTE: A major responsibility of competent supervisors is to develop employees. This responsibility can only be carried out by supervisors who understand their role, control their own personal biases and who know how to relate to different kinds of employees, including minorities.

II. Personnelist's Role — Positive Assistance

- A. Provide supportive guidance, advice and assistance to supervisors and managers on problems, technical personnel and "people" matters.
 1. PERSONNEL OFFICER
 - a. Support upward mobility requirement.
 - b. Discuss upward mobility positively in staff meetings.
 - c. Insure that the personnel staff is involved.
 2. STAFFING SPECIALIST
 - a. Provide guidance on qualifications.
 - b. Encourage crossing series.

- c. Assist in identifying underutilized and deadended employees.
- d. Discuss upward mobility requirements with supervisors.

3. CLASSIFICATION SPECIALIST

- a. Advise on how jobs can be redesigned, how position descriptions can be rewritten and where bridging positions can be established.
- b. Avoid rigid interpretation of classification.

4. TRAINING SPECIALIST

- a. Help identify training needs of individual employees.
 - b. Apply the revised provisions of the GETA (See FPM, Chapter 410, CSC FPM Letter No. 410-9 1-26-71).
 - c. Encourage supervisors to recommend training whenever appropriate.
 - d. Approve training requests.
 - e. Avoid rigid interpretation of FPM training regulations. (Degree programs are now permitted — training need not be directly job related.)
- B. Promote and encourage upward mobility through discussion, inquiry and voluntary assistance among supervisors and managers.
 - C. Encourage supervisors to develop an individual career development plan for every under-utilized or deadended employee.

III. Upward Mobility Coordinator's Role — Monitoring Liaison

- A. Meet with supervisors, managers and personnelists and explain the purposes, goals and implementing requirements of upward mobility.
- B. Monitor (talk with the supervisor) the progress of upward mobility employees, particularly those presently in grades GS-1 through GS-7, to insure and assist with ongoing progress.

- C. Insure that minority employees at all grade levels are receiving equal selection opportunity for promotion and requested training.
- D. Volunteer assistance to employees, managers and supervisors whenever problems arise.
- E. Whenever information, assistance, instructions or guidance is necessary and no one seems to have the answer, find the answer through your own efforts and "pass it on" to those who need it.
- F. Request technical assistance or advice from the Department Personnel Office whenever necessary.

The roles of supervisors, personnelists and upward mobility coordinators must be both highly individualized and closely cooperative in the upward mobility endeavor. It is strongly recommended that the matrix approach (task force) be used and that the professionals described herein come together in their respective agencies to further upward mobility efforts and programs.

CONCLUSION

"Upward Mobility Under the General Schedule" has far reaching implications relative to minority progress in the Federal Career Service.

The maximum utilization of human resources by Federal employers, regardless of race or sex, becomes an imperative when considering the projected growth of the Federal work force and the corresponding cost increases of the Federal payroll. In addition, the way employees are utilized has direct effect upon the quality of Federal programs in which they work.

The time has long since passed when managers, supervisors and employers can regard a worker at any level or of any race or sex as an expendable necessity. Research has established that people work for numerous reasons of greater personal importance than a salary, among which are self-esteem, recognition and a sense of contributing. These motivational factors exist among workers regardless of their race, sex or level of work and must be harnessed to the fullest by providing the opportunity for full performance at the highest level of capability.

Turnover rates among Federally employed workers can be considerably reduced through providing upward mobility opportunities, and the expanded utilization of paraprofessional personnel is rapidly establishing its importance in the process of maximizing human resources. The leaders, workers and manpower resources necessary to staff the Federal work force of the future and the numerous social, economic and technical programs administered and financed by the Federal Government, will be forthcoming from many currently low graded employees. Race and sex discrimination interfere with this process and must, therefore, be eliminated so that the best talents from all sources may be available and brought to bear upon the resolution of complex and formidable national problems.

EXHIBIT #2

PERSONAL QUALIFICATIONS STATEMENT

Budget Bureau
Approved 56-R0187

1a. Kind of position (job) you are filing for (or title of examination)		b. Announcement number		7. Birth date			8. Social Security Number						
Personnel Officer, GS-201-15				Month	Day	Year	296-12-8707						
c. Options for which you wish to be considered (if listed in examination announcement)				5	1	25							
d. Primary place(s) you wish to be employed				9. If you are currently on a register of eligibilities for appointment to a Federal position, give the name of the examination, the name of the office maintaining the register, the date on your notice of rating, and your rating.									
Moffett Air Force Base, California													
2. Home telephone		3. Business telephone		10. Lowest pay or grade you will accept									
Area Code	Number	Area Code	Number	PAY			GRADE						
202	367-1723			per			OR GS-15						
4. Name (Last) (First) (Middle) (Maiden, if any) <input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Miss <input type="checkbox"/> Mrs.				11. Are you willing to travel? (Check one)									
OLIVER, VINCENT TAYLOR				NO			SOME						
5. Number and street, R. D., or Post Office box number				OF 15			X						
3001 Veavez Terrace, NW, #920				12. When will you be available?									
6. City		State		ZIP Code		Immediately							
Washington, D. C.		20008											
13. Will you accept:				(C) Will you accept a job in:				YES NO					
(A) Temporary appointment of				—Washington, D.C.				YES NO					
—1 month or less?				—any place in the United States?				X					
—1 to 4 months?				—outside of the United States?				X					
—4 to 12 months?				—only in (specify):				X					
(B) Less than full time work? (Less than 40 hours per week)								X					
14. EDUCATION													
(A) Did you graduate from high school, or will you graduate within the next nine months?				(B) Name and location (city and State) of last high school attended									
YES MONTH/YEAR				Lash High School									
X 6-43				Zanesville, Ohio									
NO HIGHEST GRADE COMPLETED													
(C) Name and location (city, State, and ZIP code if known of college or university. (If you expect to graduate within 9 months, give MONTH and year you expect degree.)				Dates attended		Years completed		Credits completed		Type of degree		Year of degree	
				From To		Day Night		Semester hours		Quarter hours			
Kent State Univ. Kent, Ohio				6-65 6-68		1 1/2		51		M.Ed.		1968	
Cleveland State Cleveland, Ohio				9-59 6-61		1		48		Cert.		1961	
Central State Wilberforce, Ohio				12-48 8-51		4		186		B. S.		1951	
(D) Chief undergraduate college subjects				Credits completed Semester hours		Credits completed Quarter hours		(E) Chief graduate college subjects		Credits completed Semester hours		Credits completed Quarter hours	
Economics				49		Counseling and Psychology		32					
Political Science				23		Education		16					
Social Science (Other)				35		Public Administration		6					
Education				53									
(F) Major field of study at highest level of college work				Public Administration - American University - 1969									
(G) Other schools or training (for example, trade, vocational, armed forces, or business). Give for each the name and location (city, State, and ZIP code if known) of school, dates attended, subjects studied, certificates, and any other pertinent data.				Jan., 1973 - Supervisory Training II Department of Justice Washington, D. C. Nov., 1972 - Supervisory Training I Department of Justice Washington, D. C. May, 1972 - Minority Group Dynamics Control Data Corporation Washington, D. C. Sept., 1970 - Management Seminar Emory University Atlanta, Georgia (CONTINUED UNDER ITEM #34)									
15. HONORS, AWARDS, AND FELLOWSHIPS RECEIVED				16. FOREIGN LANGUAGES									
3.6 Ave. Magna Cum Laude				Enter foreign languages and indicate your knowledge of each by placing "X" in proper column									
Alpha Kappa Mu Honors				Reading		Speaking		Understanding		Writing			
3.4 Graduate Average				Excl Good Fair		Excl Good Fair		Excl Good Fair		Excl Good Fair			
72%-tile Grad. Record Exam													
17. Special qualifications and skills (license, skills with machines, patents or inventions, publications—do not submit copies unless requested; public speaking; memberships in professional or scientific societies; typing or shorthand speed, etc.)				Ohio Teaching License #4 B 61257 Ohio Counselor License #4 K 8943 Member: American Speech & Hearing Assoc. Member: DOJ Credit Union Bd. of Directors OUTSTANDING PERFORMANCE RATINGS: BNDD-1972, DHEW-1969, Navy-1968 SECURITY CLEARANCE: Top Secret Public Speaking - 10 Years 1972 Publication: "UPWARD MOBILITY UNDER THE GENERAL SCHEDULE" SCHEDULE ^h									

THE FEDERAL GOVERNMENT IS AN EQUAL OPPORTUNITY EMPLOYER

Standard Form 171 (Formerly SF 57)
July 1968
U.S. Civil Service Commission

PLEASE BE SURE TO READ ATTACHED INSTRUCTIONS BEFORE COMPLETING ITEM 20

20 th EXPERIENCE (Start with your PRESENT position and work back. Account for periods of unemployment in separate blocks in order.)					
May inquiry be made of your present employer regarding your character, qualifications, and record of employment? (A "No" will not affect your consideration for employment opportunities except for HEARING EXAMINER positions.)					Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1	Dates of employment (month, year) From 7-9-72 To PRESENT TIME		Exact title of position CHIEF, PERSONNEL MANAGEMENT PROGRAMS		If Federal service, civilian or military grade GS-201-14
Salary or earnings Starting \$ 21,960 per Annum Present \$ 23,088 per Annum		Avg. hrs. per week 40	Place of employment City: Washington State: D. C.	Number and kind of employees supervised 6 Professional 10 Clerical	Kind of business or organization (manufacturing, accounting, insurance, etc.) Law Enforcement
Name of immediate supervisor James K. Ballard, Personnel Officer			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) Bureau of Narcotics & Dangerous Drugs, DOJ 1405 I Street, NW, Washington, D.C.		
Area Code and phone No. if known (202)382-4346					
Reason for wanting to leave Career Development					
Description of duties, responsibilities, and accomplishments Act as deputy to the Personnel Officer with full signature and decision authority in his absence. Advise, assist and participate in all aspects of personnel management planning, operations and policy formulation relative to position and pay management, staffing and placement, employee relations, career management, evaluation and records. Directly supervise two operating Branches, i.e., Staffing and Placement and Automated Technical Support. The Division has responsibility for all personnel management matters for headquarters, 13 domestic and 6 overseas regions.					
For agency use (skill code, etc.)					
2	Dates of employment (month, year) From 11-28-71 To 7-8-72		Exact title of position CHIEF, PERSONNEL MANAGEMENT DEVELOPMENT BRANCH		If Federal service, civilian or military grade GS-201-13
Salary or earnings Starting \$ 17,761 per Annum Final \$ 18,737 per Annum		Avg. hrs. per week 40	Place of employment City: Washington State: D. C.	Number and kind of employees supervised 5 Professional 2 Clerical	Kind of business or organization (manufacturing, accounting, insurance, etc.) Law Enforcement
Name of immediate supervisor T. L. Bloomer, Personnel Officer			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) Bureau of Narcotics & Dangerous Drugs, DOJ 1405 I Street, NW, Washington, D. C.		
Area Code and phone No. if known (202)961-3258					
Reason for leaving Promotion					
Description of duties, responsibilities, and accomplishments Supervised a headquarters staff engaged in planning, developing and writing personnel management policy under which headquarters, domestic and overseas activities carried out classification, staffing, employee relations, career management and personnel records programs. Planned and implemented the delegation of personnel authorities to regional activities, provided implementing advice and assistance, made site visits and monitored progress. Also supervised the answering of congressional on all personnel matters and the preparation of CSC and Department reports on supergrades, ESO and other program requirements.					
For agency use (skill code, etc.)					
3	Dates of employment (month, year) From 5-17-71 To 11-27-71		Exact title of position EMPLOYEE DEVELOPMENT SPECIALIST		If Federal service, civilian or military grade GS-235-13
Salary or earnings Starting \$ 17,761 per Annum Final \$ 17,761 per Annum		Avg. hrs. per week 40	Place of employment City: Washington State: D. C.	Number and kind of employees supervised None	Kind of business or organization (manufacturing, accounting, insurance, etc.) Labor
Name of immediate supervisor Joe Mass, Chief, Training & Devel.			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) Department of Labor 13th & Constitution, NW, Washington, D. C.		
Area Code and phone No. if known Unknown					
Reason for leaving Unsatisfactory Career Choice					
Description of duties, responsibilities, and accomplishments Acted as Department Coordinator on upward mobility. Wrote recommendations and prepared organizational designs for implementing upward mobility. Conducted surveys, did job redesign, developed career ladders, established positive organizational climate, created bridging positions, etc. Provided technical and procedural advice regarding classification and staffing as related to problems in implementing upward mobility programs throughout DOI activities. Acted as an EEO advisor to the Secretary's EEO Task Force regarding methods and procedures in setting up and staffing a viable Department EEO Program.					
For agency use (skill code, etc.)					

IF YOU NEED ADDITIONAL EXPERIENCE BLOCKS USE STANDARD FORM 171-A OR BLANK SHEETS
SEE INSTRUCTION SHEET

CONTINUATION SHEET FOR STANDARD FORM 171
"PERSONAL QUALIFICATIONS STATEMENT"
Office of Management and Budget
Approved 5-1-64

INSTRUCTIONS—Fill out this form only when necessary for completion of Item 20, "EXPERIENCE," on Standard Form 171. Enclose with your Statement. Typeprint or write clearly in dark ink.

1. Name (Last, First, Middle, Maiden, if any) <input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Miss <input type="checkbox"/> Mrs. Oliver, Vincent Taylor	2. Birth date (Month, day, year) May 1, 1925
3. Kind of position applied for, or name of examination	4. Date of this continuation sheet

4	Dates of employment (month, year) From 2-8-70 To 5-16-71		Exact title of position PERSONNEL MANAGEMENT SPECIALIST			If Federal service, civilian or military grade GS-201-12
Salary or earnings Starting \$ 13,389 per Annum Final \$ 14,192 per Annum		Avg. hrs. per week 40	Place of employment City Washington State D. C.	Number and kind of employees supervised None	Kind of business or organization (manufacturing, accounting, insurance, etc.) Health	
Name of immediate supervisor George Farah, Section Chief			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) DHEW, HSMHA, 5600 Fishers Lane Rockville, Maryland 20852			
Area Code and phone No. if known (301)443-2026						
Reason for leaving Promotion						
Description of duties and accomplishments in your work Performed classification, staffing and employee relations duties as a servicing personnel generalist-advisor for the top management offices of the Health Services and Mental Health Administration. Conceptualized, designed and wrote headquarters and regional organizational charts, functional statements, staffing plans and position descriptions. Advised management on all aspects of personnel management, and managed 350 positions.						
GS-1 thru GS-18.						
5	Dates of employment (month, year) From 1-26-69 To 2-7-70		Exact title of position PERSONNEL MANAGEMENT SPECIALIST			If Federal service, civilian or military grade GS-201-11
Salary or earnings Starting \$ 10,203 per Annum Final \$ 11,233 per Annum		Avg. hrs. per week 40	Place of employment City Washington State D. C.	Number and kind of employees supervised None	Kind of business or organization (manufacturing, accounting, insurance, etc.) Health Education & Welfare	
Name of immediate supervisor Harold Sylvester, Team Leader			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) DHEW, Office of the Secretary, 330 Independence Avenue, SW Washington, D. C. 20201			
Area Code and phone No. if known (301)496-8045						
Reason for leaving Promotion						
Description of duties and accomplishments in your work Performed duties as a servicing personnel generalist-advisor for the Office of the Assistant Secretary for Administration. Classified, staffed and handled all aspects of employee relations for 400 positions GS-1 thru GS-18 and WG-4 thru WG-21. Designed and wrote reorganization plans for the Office of Personnel and the Department Printing Plant. Was also the Deputy EEO Officer responsible for investigating all OS EEO complaints.						
writing depositions and decisions and setting up hearings.						
For agency use (skill code, etc.)						
6	Dates of employment (month, year) From 9-9-68 To 1-25-69		Exact title of position PERSONNEL MANAGEMENT SPECIALIST			If Federal service, civilian or military grade GS-201-9
Salary or earnings Starting \$ 8,744 per Annum Final \$ 8,744 per Annum		Avg. hrs. per week 40	Place of employment City Washington State D. C.	Number and kind of employees supervised None	Kind of business or organization (manufacturing, accounting, insurance, etc.) Health Education & Welfare	
Name of immediate supervisor Same As Above			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) Same As Above			
Area Code and phone No. if known						
Reason for leaving Promotion						
Description of duties and accomplishments in your work						
Same As Above						
For agency use (skill code, etc.)						

7	Dates of employment (month, year) From 6-30-68 To 9-8-68		Exact title of position PERSONNEL STAFFING SPECIALIST		If Federal service, civilian or military grade GS-212-9
Salary or earnings Starting \$ 8,462 per Annum Final \$ 8,744 per Annum		Avg. hrs. per week 40	Place of employment City: Washington State: D. C.	Number and kind of em- ployees supervised None	Kind of business or organization (manufacturing, accounting, insurance, etc.) Public Health
Name of immediate supervisor C. A. Markarian, Branch Chief			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) DHEW, Public Health Service, 330 C Street, NW Washington, D. C. 20201		
Reason for leaving Intra-departmental Reorganization					
Description of duties and accomplishments in your work Performed personnel research duties and wrote staff papers, policy proposals and training agreements with regard to the redesign of Department training and career development programs involving PHS Commission Corps and Civil Service personnel. Conducted studies, prepared supporting graphs and statistics and wrote procedures. Reviewed, consolidated and adapted CSC, DHEW and PHS regulations. For agency use (skill code, etc.)					
8	Dates of employment (month, year) From 1-14-68 To 6-29-68		Exact title of position PERSONNEL STAFFING SPECIALIST		If Federal service, civilian or military grade GS-212-9
Salary or earnings Starting \$ 8,054 per Annum Final \$ 8,054 per Annum		Avg. hrs. per week 40	Place of employment City: Cleveland State: Ohio	Number and kind of em- ployees supervised None	Kind of business or organization (manufacturing, accounting, insurance, etc.) Finance
Name of immediate supervisor Miss Rita Vincent, Branch Chief			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) Navy Finance Center, New Federal Building Cleveland, Ohio 44199		
Reason for leaving Career Development: Transferred to Washington					
Description of duties and accomplishments in your work Selected and placed Military Pay, Fiscal Accounting and Accounts Maintenance personnel, grades GS-1 thru GS-5. Reviewed, evaluated and rated candidate qualifications for internal merit promotion. Conducted college recruitment, coordinated NYC, WJC and Co-Op, set up Community College Program, wrote CSC manpower reports and processed personnel actions, i.e., hires, reassignments, promotions, details, etc. For agency use (skill code, etc.)					
9	Dates of employment (month, year) From 1-9-67 To 1-13-68		Exact title of position PERSONNEL STAFFING SPECIALIST		If Federal service, civilian or military grade GS-212-7
Salary or earnings Starting \$ 6,451 per Annum Final \$ 6,451 per Annum		Avg. hrs. per week 40	Place of employment City: Cleveland State: Ohio	Number and kind of em- ployees supervised None	Kind of business or organization (manufacturing, accounting, insurance, etc.) Finance
Name of immediate supervisor Same As Above			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known) Same As Above		
Reason for leaving Promotion					
Description of duties and accomplishments in your work					
Same As Above					
For agency use (skill code, etc.)					
10	Dates of employment (month, year) From 8-51 To 1-8-67		Exact title of position		If Federal service, civilian or military grade
Salary or earnings Starting \$ 6-7,000 per Annum Final \$ 6-8,000 per		Avg. hrs. per week 70	Place of employment City: Cleveland State: Ohio	Number and kind of em- ployees supervised None	Kind of business or organization (manufacturing, accounting, insurance, etc.)
Name of immediate supervisor			Name of employer (firm, organization, etc.) and address (including ZIP Code, if known)		
Reason for leaving Passed the FSEE and chose to pursue a career in the Federal Service					
Description of duties and accomplishments in your work During this period, I was moonlighting (working 2 jobs) in any kind of legitimate work available to me. Simultaneously worked for two of the following: State Employment Service (Clerk), United Tube Co. (Janitor), United Parcel (Cashier), Bd. of Ed. (Teacher), WFWB Television (Janitor). For agency use (skill code, etc.)					
Also attended and completed graduate school.					

ATTACH SUPPLEMENTAL SHEETS OR FORMS HERE			Answer all questions correctly and fully	
19. If you have ever been employed by the Federal Government as a civilian, give your last:		20. Birth place:		21. Legal or voting residence (State)
Grade	Job Title	City	Zanesville, Ohio	Distict of Col.
GS-201-14 Chief, Personnel Mgt. Programs		State (or Foreign Country)		
22. REFERENCES List three persons who are NOT related to you and who have definite knowledge of your qualifications and fitness for the position for which you are applying. Do not repeat names of supervisors listed under Item 18, EXPERIENCE.				
Full Name	Present Position or Home Address (Number, Street, City, State and ZIP Code)	Business or Occupation		
Dr. Michael Marge (202) 963-6434	U.S. Office of Education, ROB3, Rm.#3082 Washington, D. C. 20202	Dep. Associate Commissioner		
Mr. Lonis G. Ballard (301) 443-2177	Office of Equal Employment Opportunity HSMHA, 5600 Fishers Lane, Rockville, Md	EEO Officer		
Dr. Pearl Fisher (301) 443-2260	Family Planning Center, HSMHA, #12A-48 5600 Fishers Lane, Rockville, Md 20852	Research Analyst		
23. VETERAN PREFERENCE. A. Have you ever served on active duty in the United States military service? (Exclude duty if active duty for training at a recruit or guardsman.)				Yes No
If "Yes," complete Items B through E below.				X
B. List for all active military service:				
Dates From-To	Branch	Serial or Service Number		
10-18-43 TO 5-29-46	Navy	8582051		
C. Have you ever been discharged from the armed services under other than honorable conditions? (You may omit any such discharge charges to be favorable by a Discharge Review Board or similar authority.)				Yes No
If "Yes," give details in Item 34.				X
D. Do you claim 5-point preference based on active duty in the armed forces?				Yes No
If "Yes," you will be required to furnish records to support your claim at the time you are appointed.				X
E. Do you claim 10-point preference?				Yes No
If "Yes," complete and attach Standard Form 15, "Claim for 10-point Veteran Preference," together with the proof called for in that form.				X
ANSWER ITEMS 24 THROUGH 33 BY PLACING AN "X" IN THE PROPER COLUMN:				
24. Are you a citizen of the United States?				Yes No
If "No," give country of which you are a citizen: (RACE: Black)				X
25. Before answering this question read Item 25 in the attached instructions.				
A. Are you now, or within the last ten years have you been, a member of:				X
(1) The Communist Party, U.S.A., or any subdivision of the Communist Party, U.S.A.?				
(2) An organization that to your present knowledge advocates the overthrow of the constitutional form of government of the United States by force or violence or other unlawful means.				X
B. If your answer to Item A(1) or A(2) is "Yes," write your answers to the following questions in Item 34 or on a separate piece of paper:				
(1) The name of the organization? (2) The dates of your membership? (3) Your understanding of the aims and purposes of the organization at the time of your membership?				
26. To insure that you are not placed in a position which might impair your health, or which might be a hazard to you or to others, we need information about the following: Do you have, or have you had, heart disease, a nervous breakdown, epilepsy, tuberculosis, or diabetes?				X
If your answer is "Yes," summarize any one of these, give details in Item 34.				
27. Within the last five years have you ever been fired from any job for any reason?				X
Within the last five years have you quit a job after being notified that you would be fired?				X
If your answer is "Yes," give details in Item 34. Show the name and address (including ZIP Code) of employer, approximate date, and reason in each case. This information should agree with your answers in Item 18, EXPERIENCE.				
29. Have you ever been convicted of an offense against the law or Federal regulations, or are you now under charges for any offense against the law? (You may omit: (1) traffic violations for which you paid a fine of \$50.00 or less; and (2) any offense committed before your 21st birthday which was finally adjudicated in a juvenile court or under a Youth Offender law.)				X
30. While in the military service were you ever convicted by general court-martial?				X
If your answer to 29 or 30 is "Yes," give details in Item 34. Show for each offense: (1) date; (2) charge; (3) place; (4) court; and (5) action taken.				
31A. Does the United States Government employ in a civilian capacity or as a member of the Armed Forces any relative of yours (by blood or marriage)? (See Item 31 in the attached instruction sheet.)				X
B. Do you live with, or within the past 12 months have you lived with, any of these relatives who are employed in a civilian capacity?				X
If your answer to A is "Yes," give in Item 34 for each relative: (1) full name; (2) present address (including ZIP Code); (3) relationship; (4) department, agency, or branch of the Armed Forces. If your answer to B is "Yes," also give the kind of appointment held by the relative(s) you live with or have lived with within the past 12 months.				
32. Do you receive or have you applied for retirement pay, pension, or other compensation based upon military or Federal civilian service?				X
If your answer is "Yes," give details in Item 34.				
33. Are you an official or employee of any State, territory, county, or municipality?				X
If "Yes," give type of position or name of office, and location, in Item 34. Include whether elected or appointed.				

- PERFORMANCE RATING

NAVEDAG-3738 (4-55)

TYPE OF POSITION		GRADE OF RATING	
<input type="checkbox"/> GRADED SUPERVISORY	<input checked="" type="checkbox"/> UNGRADED NON-SUPERVISORY	<input type="checkbox"/> OFFICIAL	<input checked="" type="checkbox"/> UNOFFICIAL
NAME OLIVER, VINCENT		RATING PERIOD FROM 1/14/68 TO 4/14/68	
CHECK NO.	PAYROLL TITLE GS-212-9 Personnel Staffing Specialist	UNIT, SECTION OR SHOP PE	
NAME OF ACTIVITY Navy Finance Center		LOCATION OF ACTIVITY Cleveland, Ohio	

EXPLANATION

Mark characteristic work performance in each factor. In marking supervisors, also consider effectiveness as a supervisor in getting work done.

DEFINITIONS

OUTSTANDING - All aspects of performance not only exceeded normal requirements but were outstanding and, in addition, deserved special commendation.

SATISFACTORY - Acceptable performance that met or exceeded minimum requirements.

UNSATISFACTORY - Performance that clearly failed to meet minimum requirements.

FACTORS

Use O, S, and U to denote Outstanding, Satisfactory and Unsatisfactory performance respectively.

QUALITY OF WORK — (O)

QUANTITY OF WORK — (O)

ADAPTABILITY — (O)

ADJECTIVE PERFORMANCE RATING

Each "O" or "U" rating must be supported by supervisor's signed statement attached hereto showing specifically and in detail wherein employee's performance was outstanding or unsatisfactory.

"O" marks in all three factors, fully supported in writing _____ OUTSTANDING — (O)

"S", or "S" and "O" marks _____ SATISFACTORY — ()

One or more "U" marks, fully supported in writing _____ UNSATISFACTORY — ()

DEVIATIONS MAY BE MADE BUT MUST BE JUSTIFIED IN WRITING

RATED BY (Name) <i>Rip Van Winkle</i> RIP VINCENT	TITLE Director, Employment Division	DATE 5-9-68
DISCUSSED WITH EMPLOYEE BY (Name) <i>Vincent to Oliver</i>	DATE	DISCUSSION ACKNOWLEDGED (Employee's Initials)
REVIEWED BY (Name) <i>W. G. McMASTER</i> W. G. McMASTER	TITLE Industrial Relations Officer	DATE 6/10/68
DATE APPROVED BY BOARD 6/19/68 <i>fy</i>	DATE COPY FURNISHED EMPLOYEE	

NOTICE TO EMPLOYEE

BY THIS COPY OF YOUR PERFORMANCE RATING FOR THE PERIOD INDICATED YOU ARE NOTIFIED THAT YOUR ADJECTIVE RATING IS AND HOW IT IS DEFINED. IF THIS IS AN OFFICIAL RATING YOU HAVE A RIGHT TO APPEAL IT WITHIN 30 DAYS AFTER RECEIPT OF THIS NOTICE. CONSULT YOUR SUPERVISOR OR YOUR PERSONNEL OFFICER AS TO YOUR APPEAL RIGHTS.

UNITED STATES GOVERNMENT

Memorandum

DEPARTMENT OF THE NAVY

FE:RV:erk

DATE: 8 May 1968

FROM : Rita Vincent

TO : Performance Rating Board

Via: Reviewing Official

SUBJECT : Vincent Oliver; justification for outstanding performance of

1. Following is an outline of the performance requirements for the position of personnel staffing specialist GS-212-9:

Quality. Generally makes sound judgments in evaluating candidates for referral or selection. Provides promotion evaluation boards, selection officials, and employees with generally good advice. Maintains good relations with sources of recruitment. Performs special project work of good quality. Prepares adequate correspondence and reports.

Quantity. Fills entrance level positions in a reasonable length of time. Secures enough candidates to provide a fair choice for selection officials. Keeps correspondence reasonably current. Besides routine day-to-day work, occasionally is responsible for special projects.

Adaptability. Is reasonably responsive to changes in work priorities. Accepts special assignments without protest. Enjoys reasonable respect of operating officials, fellow employees and superiors.

2. Following is a comparison of subject employee's performance with the above stated performance requirements:

Quality. Mr. Oliver accomplishes his work in a highly professional manner. Although ineligible for consideration as exhibits, there are many letters of commendation in his Official Personnel Folder for the manner in which special services have been performed prior to and following the three-month period to which it is necessary to confine this rating. Employees seek him out for personal and vocational counseling. He has successfully advised both employees and applicants in amicably resolving grievances.

Quantity. Vincent Oliver has had responsibility for filling all positions of clerk GS-1, 2 and 3; accounting, military pay and related positions GS-4 and 5; stenographer GS-3, 4 and 5; card punch operator GS-2 and 3; office machine operator GS-2; bookkeeping machine operator GS-3, and other miscellaneous positions. In addition to providing high caliber staffing services for these positions, he has, during the rating period

a. Conducted an under-utilization survey which involved sending questionnaires to all employees, reviewing replies to determine whether employees met criteria, counseling all employees who replied, and preparing a report of the results.



Buy U.S. Savings Bonds Regularly on the Payroll-Savings Plan

PLATE NO. 12603

d. Conducted part of a series of motivational conferences for Neighborhood Youth Corps enrollees which he had planned (enclosure (1), prepared by Mr. Oliver).

c. Made recruitment visits to two colleges.

d. Completed his service as NFC representative for the Educational Program which provided college courses to Federal employees in the New Federal Office Building.

e. Handled arrangements for employment of a mental retardate, including submission of all necessary documentation.

f. Was primarily responsible for day-to-day operations of the Neighborhood Youth Corps, Women's Job Corps, Wilberforce Co-Op, and Student Aid Programs. This involved responsibility for approximately 60 young people, arranging for their placement, counseling them, arranging for them to receive pay, settling problems and continually arranging for replacements. (NYC rolls fluctuate continually, WJC enrollees remain on the job six weeks, and Co-Op students remain for three months. There has been little turnover among student aids.)

g. Served as treasurer for the Society for Personnel Administration, Cleveland Chapter.

h. Spoke at a career day and participated in a job center at local high schools.

These accomplishments occurred during a three-month period during which Mr. Oliver was away from the office for two weeks attending a Management Development Program.

Adaptability. Mr. Oliver's ability to adapt to changing requirements of the job is indicated by the variety of the accomplishments listed under the Quantity factor justification. The esteem with which he is held by his colleagues in the personnel field is demonstrated by his election to the office of the Cleveland Chapter, Society for Personnel Administration.

B. Vincent
BETA VINCENT

PERFORMANCE APPRAISAL
 WND MFC 12430/1 (REV. 2-65)

PERIOD
 THREE MONTHS AFTER APPOINTMENT
 THREE MONTHS AFTER POSITION CHANGE
 ANNUAL
 ON 1/22/63 DATE

NAME OLIVER, VINCENT POSITION, TITLE, GRADE GS-412-9 Personnel Staffing Specialist ORGAN. SYMBOL FE

This is an evaluation of current performance as opposed to the Performance Rating which is an evaluation of performance over a specified period of time. Check only those items which can be evaluated in connection with the employee's current performance. Then, bearing these factor ratings in mind, complete the narrative portion of this appraisal. Consistency between the factor ratings and the narrative evaluation should be clearly indicated. Comments are required for each narrative item in Part B.

PART A

PERFORMANCE EVALUATION	NOT APPLICABLE	OUT-STANDING	SATISFACTORY			UNSATISFACTORY
			HIGHLY SATISFACTORY	MEETS NORMAL STANDARDS	LOW SATISFACTORY	
1. VOLUME OF WORK PRODUCED		X				
2. QUALITY OF WORK PRODUCED (CONSIDER ACCURACY, PRESENTABILITY, CALIBER OF PRODUCT)		X				
3. SUBJECT MATTER KNOWLEDGE			X			
4. ABILITY IN ORAL EXPRESSION		X				
5. ABILITY IN WRITTEN EXPRESSION		X				
6. ADAPTABILITY TO WORK CHANGES AND PRESSURES (CONSIDER VERSATILITY, ACCEPTANCE OF CHANGE)		X				
7. EVENNESS OF TEMPER - MATURITY OF JUDGEMENT		X				
8. CONTRIBUTION TO EFFICIENCY AND ECONOMY	X					
9. INITIATIVE		X				
10. JUDGMENT		X				
11. ABILITY TO ANALYZE PROBLEMS		X				
12. CREATIVITY IN SOLVING PROBLEMS		X				
13. DEPENDABILITY (CONSIDER ATTENDANCE, PROMPTNESS, AND RELIABILITY IN WORK PERFORMANCE)		X				
14. ABILITY TO WORK HARMONIOUSLY WITH SUPERVISOR, CO-WORKERS AND SUBORDINATES		X				
15. ABILITY TO MEET AND DEAL WITH THE PUBLIC		X				
FOR SUPERVISORY EMPLOYEES						
16. ABILITY TO MEET UNIT PRODUCTION REQUIREMENTS (GET THE JOB DONE)						
17. ABILITY TO DIRECT AND MOTIVATE PEOPLE						
18. ABILITY TO TRAIN AND DEVELOP SUBORDINATES						
19. ABILITY TO PLAN AHEAD AND ANTICIPATE NEEDS						
20. DEMONSTRATED INTEREST IN OVERALL MANAGEMENT OBJECTIVES						

(O.V.I.I.)

PART B

1. IN WHAT WAYS IS THIS EMPLOYEE PARTICULARLY EFFECTIVE?

Mr. Oliver brought a wealth of maturity, experience in related fields, and an excellent educational background to the position of Personnel Staffing Specialist. He rapidly grasped the technical aspects of Federal personnel procedures and the philosophy of Federal personnel work. He is particularly outstanding in his public relations ability, his creativity, and his aggressive approach to job related problems.

2. IN WHAT WAYS CAN THIS EMPLOYEE IMPROVE EFFECTIVENESS ON THE JOB?

Mr. Oliver's effectiveness will continue to improve as he has the opportunity to acquire more knowledge and experience in the technical phases of the Federal personnel field.

3. WHAT EFFORTS TOWARD SELF-DEVELOPMENT HAS THIS EMPLOYEE MADE? (CONSIDER ON-THE-JOB IMPROVEMENT AS WELL AS OFF-THE-JOB EFFORTS MADE.)

Mr. Oliver will receive a Master's Degree in Personnel and Guidance in June. He has also attended courses given by the Civil Service Commission and has spent much of his own time in developing knowledges and skills related to the personnel field.

4. WHAT TRAINING OR DEVELOPMENT AID SHOULD BE PROVIDED FOR THIS EMPLOYEE? (SUPERVISOR AND EMPLOYEE SHOULD ATTEMPT TO AGREE ON AN INDIVIDUAL DEVELOPMENT PROGRAM.)

Mr. Oliver is leaving the NRC in July. Until that time, all the self-development facilities of the organization will be made available to him.

5. WHAT IS THIS EMPLOYEE'S ATTITUDE TOWARD HIS WORK, INCLUDING INTEREST IN AND ENTHUSIASM FOR HIS JOB?

Mr. Oliver's attitude toward his job and the Navy Finance Center is positive and enthusiastic. His thinking is creative and he is continually suggesting innovations.

6. OVERALL APPRAISAL OF EMPLOYEE'S PERFORMANCE AND CAPACITY FOR DEVELOPMENT.

Mr. Oliver is an outstanding staff member. His loss to the NRC will be great. There is no doubt of his ability to advance to much higher units in the personnel field.

DATE 5-7-68	APPRAISING OFFICIAL'S SIGNATURE RITA VERGENT <i>Rita Vergent</i>
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7. COMMENTS OF REVIEWING OFFICIAL

DATE 6/10/68	REVIEWING OFFICIAL'S SIGNATURE W. G. MONTGOMERY <i>W. G. Montgomery</i>
-----------------	--

MY SIGNATURE BELOW ACKNOWLEDGES THAT THIS APPRAISAL WAS DISCUSSED WITH ME. IT INDICATES NEITHER AGREEMENT NOR DISAGREEMENT WITH THE APPRAISAL.

MY COMMENTS CONCERNING THIS APPRAISAL ARE CONTAINED IN A SEPARATE MEMORANDUM TO BE ATTACHED TO THIS FORM.

DATE	EMPLOYEE'S SIGNATURE
------	----------------------

EVALUATION OF EMPLOYEE'S PERFORMANCE, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS
(for Use in Department Career Development Program)

NAME (Last, First, Middle Initial) OLIVER, VINCENT T.	SS Number 7/1/69	Date of Rating 9/68 - 7/69	Period Covered 9/68 - 7/69	Position Title Personnel Management Specialist	Series 201	Grade 11	Career Board Code
Organization: Agency Dept. of Health, Education, and Welfare	Bureau Office of the Secretary, Location Washington, D.C.						
Ratee's Name H. F. Sylvester	Ratee's Title Supervisory Personnel Management Specialist	Ratee's SS Number 214-34-7154	Relation to Employee: (X) Immediate Supervisor () Higher Level Supervisor Other (Specify) _____				

INSTRUCTIONS: For each factor to be rated, select the behavioral description which most nearly describes the employee. Decide whether the employee's performance belongs in the upper or lower half of this description. Encircle the letter within this description which most accurately evaluates the employee (A lowest to J highest).
If any rating factor does not apply to the employee's job, check the box designated "NA" (Not Applicable). If a rating factor applies to the employee's job but you have not observed the employee's performance sufficiently to make a valid rating on the factor, mark the box designated "NO" (Not Observed).
Rating levels of A, B, C, H, I and J require supporting statements. In your supporting statement, describe actual incidents of performance on which you based your rating. Please provide these statements under "Remarks", after Part I or Part II as appropriate. Relate each statement by number to the Rating Factor to which it applies. The "Remarks" space also may be used for any additional comments you may care to make.

PART I

To Be Completed For All Employees

RATING FACTORS	BEHAVIORAL DESCRIPTIONS										
	A	B	C	D	E	F	G	H	I	J	
1. NA <input type="checkbox"/> NO <input type="checkbox"/> Accepting and adjusting to new methods, assignments, or work pressure.	Resists and has great difficulty in such changes & adjustments.		Accepts hesitantly, but eventually adjusts satisfactorily.		Accepts changes and adjusts with reasonable flexibility.		Readily accepts new ideas or methods and adjusts to work pressures.			(I)	J
2. NA <input type="checkbox"/> NO <input type="checkbox"/> Getting along with others.	Works poorly with others.		Somewhat effective in work relationships with some persons but ineffective with others.		Gets along well with most persons. Is usually effective in work relationships.		Very effective in work relationships & gets along well with others.			I	J
										Exceptionally effective in work relationships with everyone.	

Employee's Name OLIVER, VINCENT T.

3. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	I	(J)
Acting on own initiative	Very limited in ability to carry out assignments independently.		Prefers to have his work closely supervised.		Acts on his own in usual activities.		Frequently acts on his own in handling new situations as well as usual ones.			Equalled by few employees in self-starting, taking the lead, and getting things done.
4. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	(H)	I	J
Thinking clearly and arriving at logical conclusions	Erratic in his ability to reach logical conclusions.		Has some difficulty in analyzing a variety of facts in order to arrive at sound conclusions.		Tries to be logical in his approach to problems.		Shows ability to discriminate adequately between relevant & irrelevant details in arriving at sound conclusions.			Almost invariably arrives at sound conclusions even in the most difficult problems.
5. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	I	(J)
Diligence in performing assigned work.	Needs constant prodding to get his work done.		Needs to be prodded more than should be necessary.		Occasionally needs prodding.		Rarely needs prodding, usually a good steady worker.			Never needs prodding, consistently steady application to work.
6. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	I	(J)
Explaining himself orally.	Vague and ambiguous in expression of ideas.		Ability to express himself is somewhat limited.		Expresses himself well enough to be understood.		Shows organization & consistency in expression of ideas.			Unusual clarity & facility of expression.
7. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	I	(J)
Expressing himself in writing.	Vague and ambiguous in expression of ideas.		Ability to express himself is somewhat limited.		Expresses himself well enough to be understood.		Shows organization & consistency in expression of ideas.			Unusual clarity & facility of expression.
8. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	I	(J)
Planning & organizing work.	Much of his work shows evidence of little or poor planning.		Planning & organization limited to established procedures.		Plans & organizes most aspects of his work.		Develops a systematic plan of organization when attacking a given problem.			Highly efficient in planning & organizing his work.

Employee's Name OLIVER, VINCENT T.

9. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	(H)	I	J
Resourcefulness	Depends upon ideas of others to solve problems. Has no ideas of his own & unable to make adaptations.	Appears bored with his work.	Abile to solve simple problems by adapting the solution or methods of others. Little originality.	Sometimes gives the impression of lack of enthusiasm.	His original ideas which are useful in solving routine & fairly complex problems.	Interested in present work.	Usually engrossed in his work.	Frequently devises new solutions to more difficult problems or revises usual methods of solutions.	Execrationally original and resourceful in solving the most difficult problems.	
10. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	(I)	J
Interest in his work	Appears bored with his work.	Sometimes gives the impression of lack of enthusiasm.	Sufficient to handle regular assignments, but frequently needs technical assistance.	Interested in present work.	Interested in present work.	Interested in present work.	Usually engrossed in his work.	Usually engrossed in his work.	Finds his work fascinating & stimulating.	
11. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	(H)	I	J
Knowledge of his profession.	Does not have sufficient knowledge to handle assignments properly.	Sufficient to handle regular assignments, but frequently needs technical assistance.	Sufficient to handle regular assignments, but frequently needs technical assistance.	Sufficient to handle regular assignments, but frequently needs technical assistance.	Sufficient for regular assignments. Seldom needs technical assistance.	Sufficient for regular assignments. Seldom needs technical assistance.	Broad and detailed enough to handle a wide variety of assignments.	Broad and detailed enough to handle a wide variety of assignments.	Extensive and detailed job knowledge to support in his area of work.	
12. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	I	J
Knowledge of organization, programs, policies, & regulations relevant to his work.	Does not have sufficient knowledge.	Frequently needs assistance.	Frequently needs assistance.	Frequently needs assistance.	Has sufficient knowledge. Can usually handle problems without assistance.	Has sufficient knowledge. Can usually handle problems without assistance.	Is well versed on most of these matters.	Is well versed on most of these matters.	Has expert knowledge on matters of organization, programs, policies & regulations.	
13. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	(I)	J
Providing consultative & liaison services.	Most of the time cannot be depended upon to provide useful advice or to represent his organization or its program.	Provides useful advice & serves in a liaison capacity only on routine matters.	Provides useful advice & serves in a liaison capacity only on routine matters.	Provides useful advice & serves in a liaison capacity only on routine matters.	Provides useful advice on many matters & adequately represents his organization or its programs.	Provides useful advice on many matters & adequately represents his organization or its programs.	Provides good consultative services & is a good representative for his organization or its program.	Provides good consultative services & is a good representative for his organization or its program.	Is an expert consultant; a better liaison person would be hard to find.	
14. NA <input type="checkbox"/> NO <input type="checkbox"/>	A	B	C	D	E	F	G	H	(I)	J
Growth of professional ability & value.	Has shown little or no improvement in professional or technical ability in view of available opportunities.	Considering opportunities, has been a bit slow in adaptation & progress.	Considering opportunities, has been a bit slow in adaptation & progress.	Considering opportunities, has been a bit slow in adaptation & progress.	In the light of opportunities, has made gradual professional or technical improvement.	In the light of opportunities, has made gradual professional or technical improvement.	Useful in many types of assignments due to professional or technical growth & development.	Useful in many types of assignments due to professional or technical growth & development.	Has taken advantage of opportunities to greatly increase his value in his job through increased competence in his field & broadened capabilities.	

Employee's Name _____

	A	B	C	D	E	F	G	H	I	(J)
15. <input type="checkbox"/> NA <input type="checkbox"/> NO <input type="checkbox"/>										
Quantity of work produced or services rendered in relation to work standards.	Frequently does less than an acceptable amount of work.		Frequently does an acceptable amount of work but occasionally below the expected standard.		Consistently accomplishes an acceptable amount of work.		Accomplishes an acceptable amount of work & often exceeds the standard.		Regularly exceeds the standards for quantity of work for his position, grade level.	
16. <input type="checkbox"/> NA <input type="checkbox"/> NO <input type="checkbox"/>										
Quality of work produced or services rendered in relation to work standards.	Work products in relation to accuracy, thoroughness, or other measures of performance are below standard.		Work products are generally of acceptable quality.		Work is consistently of acceptable level.		Meets quality standards & often exceeds them.		Regularly exceeds quality standards for his position & grade level.	

17. Remarks on Part I:

I believe the high rating speaks for itself.

PART II
To Be Completed for Administrative and Supervisory EmployeesEmployee's Name OLIVER, VINCENT T.

18. <input type="checkbox"/> NA <input type="checkbox"/> NO <input type="checkbox"/> Motivation of subordinates.	A Inattentive to needs of employees, unreasonable in work demands, or in other ways creates work climate in which employees lack motivation to do a good job.	B Does not give attention to need for continuing technical & refresher training or employee development.	C Sometimes is considerate, reasonable in work demands. Employees are not consistently motivated to do a good job.	D Provides no training or employee development beyond that required by changes in methods or procedure.	E Usually considerate, reasonable in work demands. Work climate induces employees to do a good job.	F Does average job of providing technical training and in other areas of employee development.	G Consistently considerate, reasonable in work demands. Work climate stimulates employees to do an above average job.	H Does an above average job of providing technical training as well as other areas of training & employee development.	I Provides "top-notch" complete & thorough program covering all aspects of training.	J Outstanding in his abilities to create a work climate that makes employees eager to do the very best work they can.
19. <input type="checkbox"/> NA <input type="checkbox"/> NO <input type="checkbox"/> Training & employee development.	A Does not give attention to need for continuing technical & refresher training or employee development.	B Does not give attention to need for continuing technical & refresher training or employee development.	C Provides no training or employee development beyond that required by changes in methods or procedure.	D Provides no training or employee development beyond that required by changes in methods or procedure.	E Does average job of providing technical training and in other areas of employee development.	F Does average job of providing technical training and in other areas of employee development.	G Does an above average job of providing technical training as well as other areas of training & employee development.	H Does an above average job of providing technical training as well as other areas of training & employee development.	I Provides "top-notch" complete & thorough program covering all aspects of training.	J Outstanding in his abilities to create a work climate that makes employees eager to do the very best work they can.
20. <input type="checkbox"/> NA <input type="checkbox"/> NO <input type="checkbox"/> Estimating manpower, budgetary, & other resource needs.	A Estimates rarely can be relied upon.	B Estimates rarely can be relied upon.	C Estimates are frequently unreliable.	D Estimates are frequently unreliable.	E Estimates can usually be relied upon.	F Estimates can usually be relied upon.	G Estimates more than usually reliable.	H Estimates more than usually reliable.	I Estimates are exceptionally reliable.	J Estimates are exceptionally reliable.
21. <input type="checkbox"/> NA <input type="checkbox"/> NO <input type="checkbox"/> Consistency in application of administrative & personnel policies, & regulations.	A Rarely consistent.	B Rarely consistent.	C Sometimes consistent.	D Sometimes consistent.	E Adequately consistent.	F Adequately consistent.	G More than usually consistent.	H More than usually consistent.	I Exceptionally consistent.	J Exceptionally consistent.
22. <input type="checkbox"/> NA <input type="checkbox"/> NO <input type="checkbox"/> Evaluating the work performance of subordinates.	A Generally ineffective in establishing realistic standards, assuring employees understanding of them, applying standards consistently & objectively to employees.	B Generally ineffective in establishing realistic standards, assuring employees understanding of them, applying standards consistently & objectively to employees.	C Exhibits some ineffectiveness in one or more of the following: establishing standards, assuring employees understanding of them, applying standards consistently & objectively to employees.	D Exhibits some ineffectiveness in one or more of the following: establishing standards, assuring employees understanding of them, applying standards consistently & objectively to employees.	E Demonstrates a fair amount of effectiveness in most of the following: establishing standards, assuring employees understanding of them, applying standards consistently & objectively to employees.	F Demonstrates a fair amount of effectiveness in most of the following: establishing standards, assuring employees understanding of them, applying standards consistently & objectively to employees.	G Demonstrates considerable effectiveness in most of the following: assuring employees understanding of them, applying standards, & explaining evaluations to employees.	H Demonstrates considerable effectiveness in most of the following: assuring employees understanding of them, applying standards, & explaining evaluations to employees.	I Demonstrates outstanding effectiveness in establishing realistic standards, to assure employees' understanding of them, to apply standards consistently & explain evaluations to employees.	J Demonstrates outstanding effectiveness in establishing realistic standards, to assure employees' understanding of them, to apply standards consistently & explain evaluations to employees.

Employee's Name

	A	B	C	D	E	F	G	H	I	J
23. NA <input type="checkbox"/> NO <input type="checkbox"/> Assigning, scheduling, & coordinating the work activities of subordinates.	Rarely utilizes employees' abilities in assigning work. Does not schedule work so that deadlines may be met. Work is frequently not coordinated with others.		Shows some ineffectiveness in one or more of the following: assigning work, scheduling work, coordinating work with others.		Assigns, schedules, & coordinates work in a satisfactory manner.		Makes considerable use of employees' abilities. Deadlines are usually met, and work is well coordinated.		Makes optimal use of employees' abilities in assigning work. Schedules work to meet deadlines. Shows excellent coordination with others involved in work assignments.	
24. NA <input type="checkbox"/> NO <input type="checkbox"/> Dealing with employee disciplinary problems.	Practically always shows lack of fairness (e.g., plays favorites, judgment easy), and composure.		Sometimes shows lack of fairness, judgment, and composure.		Exhibits satisfactory judgment, and composure.		Exhibits more than usual degree of fairness, judgment, and composure.		Exhibits exceptional degree of fairness, judgment, & composure.	
25. NA <input type="checkbox"/> NO <input type="checkbox"/> Delegating to his subordinates.	Instead of delegating when appropriate, tries to do most everything himself.		Does quite a bit of the work that can be delegated.		Delegates the more routine activities & some of the more responsible ones, but still tends to do some of the responsible work which can be delegated.		Delegates a reasonable amount of the more responsible work which can be delegated & all of the routine work.		For all practicable purposes, delegates the work which can be delegated.	

26. Remarks on PART II

PART III - Additional Factors - (Describes significant accomplishments and contributions of the employee, and aspects of performance requiring improvement which cannot be specifically identified with individual rating factors listed above.)

Vincent Oliver, Personnel Management Specialist GS-201-11, has been under my official supervision for the period of this evaluation. Mr. Oliver's performance has exceeded the current performance requirements. Significant contributions include the following: (1) improved staffing patterns in the Mail Services Section, (2) installation of the Coordinated Federal Wage System, (3) revision of the Printing Plant grade structure, (4) application of CSC recruiting techniques, (5) strengthening rapport and communications between DAS management and line officials and the Division of Personnel Operations, (6) refinement of classification procedures, and (7) consistent high volume production in general. Employee performance is rated Outstanding.

PART IV - Employee's Assignments - (Briefly describe the work or jobs employee was assigned to during this rating period.)

Has been assigned as Personnel Generalist for the Executive Office, Office of the Secretary,
Office of the Assistant Secretary for Administration.

7/3/69 J.F. Edwards, Deputy Asst. Secy. Exec. Off. Signature of Supervisor
 Title and Organization
 7/25/69 J.F. Edwards, Director, Division of Personnel Operations Signature of Reviewer
 Title and Organization

I have read this appraisal and it has been discussed with me:

7-3-69 Vincent J. Oliver
 Date Signature of Employee

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

APPRAISAL OF PERFORMANCE

(Use ball point pen. Check all copies to be sure they are completed clearly.)

① A

Print or Type all Identifying Information

③ SOC. SEC. NO. 296-12-8707		③ NAME (Last, First, Middle Initial) Oliver, Vincent T.		④ (AGENCY) HSMPA Office of the Administrator, OAM		⑤ (BUREAU OR OFFICE)	
⑥ DIVISION Office of Personnel		⑦ POSITION TITLE Personnel Management Specialist		⑧ SUPERVISORY POSITION <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		⑨ SERIES	
⑩ NAME OF RATER W. H. White		⑪ SOC. SEC. NO. 039-12-7679		⑫ TIME (MO.) RATER HAS SUPERVISED EMPLOYEE 7		⑬ RATER'S POSITION TITLE Supv. Personnel Management Specialist	
⑭ NAME OF REVIEWER P. O. Nordstrom		⑮ SOC. SEC. NO. 579-36-8552		⑯ REVIEWER'S POSITION TITLE Chief, Personnel Operations Branch		⑰ DATE OF APPRAISAL 08-12-70	

OFFICIAL USE ONLY - PERSONNEL

INSTRUCTIONS FOR RATING OFFICER - Rate the employee on each factor, including the overall appraisal by placing an "X" in the appropriate box. If you wish to comment on any rating, you may do so in the space provided. Reference by item number. If you do not feel that you are qualified to rate the employee because of the time supervised, consult with his previous supervisor. Omit any items (by marking them N.A.) which are not applicable to the position or which are not applicable because of lack of opportunity to observe the employee.

On each item, select the one description which best characterizes the employee you are evaluating. If a large number of employees in the same grade and series were rated, typical performance could be expected to be described by the c. alternative, with about 38% of employees rated on this alternative. About 24% of employees would be rated on b.; about 24% on d.; only 7% on a.; and only 7% on e. After performing your ratings, you may wish to review and possibly adjust them in relation to this standard.

After completing your ratings, including the overall appraisal, forward this form to your immediate supervisor who will serve as reviewer.

INSTRUCTIONS FOR REVIEWING OFFICER - Examine the individual ratings and the overall rating made by the Rating Officer and indicate in the space provided any differences you may have with the Rating Officer's evaluations. Reference by item number. Furnish any comments you wish in the space provided.

- | | |
|--|---|
| <p>① 1. PRODUCTIVITY</p> <p><input type="checkbox"/> a. Tends to be a bottle neck in getting the work out.</p> <p><input type="checkbox"/> b. Not quite as productive as most employees in this kind of job.</p> <p><input type="checkbox"/> c. Handles about the normal work load.</p> <p><input checked="" type="checkbox"/> d. Turns out more work than most.</p> <p><input type="checkbox"/> e. Handles an unusually large volume of work.</p> <p>② 2. QUALITY OF WORK</p> <p><input type="checkbox"/> a. His work frequently contains an unacceptable percentage of error or shows evidence of poor judgment.</p> <p><input type="checkbox"/> b. Doesn't seem to have quite enough concern about the quality of his work.</p> <p><input type="checkbox"/> c. Quality of work is about the same as that of most employees of this grade and type of work.</p> <p><input checked="" type="checkbox"/> d. Nearly always turns out a very good job.</p> <p><input type="checkbox"/> e. Anything he does, he does almost to perfection.</p> <p>③ 3. KNOWLEDGE REQUIRED BY THE JOB</p> <p><input type="checkbox"/> a. Handicapped quite often in his work because of his lack of knowledge, understanding, or information.</p> <p><input type="checkbox"/> b. Isn't quite up to par with respect to the knowledge and information required by his job.</p> <p><input checked="" type="checkbox"/> c. Has adequate knowledge to do a satisfactory job.</p> <p><input type="checkbox"/> d. Has more job-related information at his finger tips than most in this line of work.</p> <p><input type="checkbox"/> e. Frequently surprises by having knowledge and information he wouldn't be expected to have.</p> | <p>④ 4. DEGREE OF SUPERVISION REQUIRED</p> <p><input type="checkbox"/> a. Requires constant supervision or direction.</p> <p><input type="checkbox"/> b. Goes to his supervisor or superior for help more often than seems necessary.</p> <p><input type="checkbox"/> c. Acts on his own in activities that are usual to his work.</p> <p><input checked="" type="checkbox"/> d. Requires less direction or supervision than most employees of his grade in his kind of work.</p> <p><input type="checkbox"/> e. Goes ahead on his own without any supervision.</p> <p>⑤ 5. INITIATIVE</p> <p><input type="checkbox"/> a. Seems to aspire to nothing higher; frequently shirks responsibility.</p> <p><input type="checkbox"/> b. Somewhat lacking in drive; seems reluctant to accept delegated responsibility.</p> <p><input type="checkbox"/> c. Accepts and discharges delegated duties willingly.</p> <p><input checked="" type="checkbox"/> d. Is more willing and able than most to assume additional duties even beyond his grade level.</p> <p><input type="checkbox"/> e. A "self-starter" who generates work and takes on greater and greater responsibility.</p> <p>⑥ 6. ABILITY TO LEARN</p> <p><input type="checkbox"/> a. Responds rather slowly and with poor understanding.</p> <p><input type="checkbox"/> b. Has somewhat more difficulty than most in catching on to things.</p> <p><input type="checkbox"/> c. Learns as quickly as the next person in his grade and type of work.</p> <p><input checked="" type="checkbox"/> d. Not likely to miss the point; learns new things easily.</p> <p><input type="checkbox"/> e. Has an extraordinary ability to learn new things and to grasp ideas.</p> |
|--|---|

SEC. 35 C. 20.

NAME (Last, First, Middle Initial)

AGENCY

296-12-8707

Oliver, Vincent T.

HSMA

Office of the Administrator, CAMH

- 7. ATTEMPTS TO IMPROVE**
- a. Content to drift; generally unresponsive to efforts to help him develop.
- b. Tries to improve when asked to do so.
- c. Shows interest in trying to correct his deficiencies.
- d. Quite often goes out of his way to try to improve his skills or knowledge.
- e. Constantly tries, both at work and on his own time, to learn new things that will aid in his work and career development.
- 8. CAPACITY FOR DEVELOPMENT**
- a. Has just about reached his limit for development.
- b. Potential for development rather limited.
- c. About average in his development potential.
- d. Has more than usual potential for development.
- e. Has outstanding development potential.
- 9. INTEREST IN WORK**
- a. Appears bored with his work.
- b. Sometime gives the impression of lack of enthusiasm.
- c. Seems interested in present job.
- d. Almost always engrossed in his work.
- e. Seems to find his work extremely fascinating and stimulating.
- 10. PERSISTENCE**
- a. Frequently fails to finish work he has started.
- b. Has a tendency to give up if things don't go right.
- c. Can be depended on to follow through on most jobs.
- d. Persistent in trying to do the work in spite of difficulties.
- e. Just won't give up and gets work done even in the face of overwhelming obstacles.
- 11. INDUSTRIOUSNESS**
- a. Tries to get out of work, doing just enough to get by.
- b. Tends to dawdle or socialize too much.
- c. Works well without prodding.
- d. Works hard and steadily on assigned tasks and does extra work willingly.
- e. Puts every possible effort into his work.
- 12. ATTENDANCE AND PUNCTUALITY**
- a. Takes longer or more frequent breaks than most; tends to take advantage of leave privileges.
- b. Takes a usual amount of time for breaks; requests leave in advance, but isn't much concerned about the effect his leave will have on the work load.
- c. Usually makes sure that his coffee breaks and leave do not inconvenience the rest of the staff.
- d. Makes a point of always trying to be on the job and on time.
- e. Extremely conscientious about his attendance and punctuality.
- 13. SUBORDINATION OF PERSONAL INTERESTS**
- a. Puts his own interests first, frequently to the detriment of his work.
- b. Has tendency to waste working time tending to things of personal concern.
- c. Like most, occasionally allows personal and outside interests to enter the work situation.
- d. Definitely pushes personal interests aside and concentrates entirely on his work.
- e. Will disregard his personal interests and welfare, if necessary, for the accomplishment of the work.
- 14. ABILITY TO DEAL WITH PEOPLE OUTSIDE THE IMMEDIATE WORK GROUP**
- a. Tends to create problems in his outside contacts.
- b. Occasionally has difficulties in dealing with the public.
- c. Gets along quite well in his telephone and personal contacts outside the immediate office.
- d. Does a commendable job of dealing with people outside the work group.
- e. Has an unusual knack for public relations; exceptionally successful in dealing diplomatically with complaints and in eliciting cooperation from others.
- 15. ABILITY TO WORK WITH OTHERS**
- a. Definitely not a teamworker; adjustments have to be or should be made to allow him to work alone.
- b. Wants to do things his own way more often than is desirable; can't quite accept being only one of the group.
- c. An average teamworker; has no particular difficulty in adjusting his work to that of others.
- d. Quite cooperative and able to mesh his work with others so as to accomplish a joint effort.
- e. Regarded as an excellent teamworker; has a noticeably good effect on any work group.
- 16. FLEXIBILITY**
- a. Very rigid and opinionated; once he gets an idea, it's almost impossible to change him.
- b. Quite difficult to get him to see any point of view different from his own.
- c. Can make changes to adjust to new circumstances or ideas.
- d. Adopts well to changing circumstances.
- e. Unusual ability to accept new ideas or to recognize when he is wrong and change his viewpoint.
- 17. RESOURCEFULNESS**
- a. Has considerable difficulty in dealing with anything out of the ordinary routine.
- b. Tends to rely on someone else when problems arise.
- c. Has no trouble dealing with usual problems that arise in the course of work.
- d. Can figure out how to handle all but the most difficult problems with which he is confronted.
- e. Isn't stumped by any problems in his work; if he doesn't know the answer, he knows how to get it.
- 18. ORIGINALITY**
- a. Definitely not imaginative; waits for other people to furnish the ideas.
- b. Something of a routine worker, who only infrequently contributes anything new.
- c. Comes up with a new idea now and then.
- d. Has more imagination than most in his grade and type of work; frequently thinks of new ways of doing things.
- e. Has lots of ideas; can almost always be counted on to provide a new approach.
- 19. JUDGMENT**
- a. Very erratic in his ability to reach logical conclusions.
- b. Has quite a bit of difficulty in analyzing a variety of facts to arrive at sound conclusions.
- c. Tends to be logical in his approach to problems; makes poor decisions or judgments no more often than most people.
- d. Can discriminate between relevant and irrelevant detail to arrive at generally sound conclusions.
- e. Almost invariably arrives at correct conclusions even in the most difficult problems.
- 20. ABILITY TO COMMUNICATE**
- a. Vague and ambiguous in expression of ideas.
- b. Ability to express himself is somewhat limited.
- c. Expresses himself well enough to be understood.
- d. Shows organization and consistency in expression of ideas.
- e. Unusual clarity and facility of expression.

SOC. SEC. NO. 296-12-8707	NAME (Last, First, Middle Initial) Oliver, Vincent T.	AGENCY HSHMA Office of the Administrator, GMAA
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OVERALL APPRAISAL Compute an overall rating for the employee as follows:

- Assign a numerical value to the letter rating on each item and total the values. The numerical values to be assigned are: a-1, b-2, c-3, d-4, and e-5.
- Compute an average rating by dividing the total of the numerical values by the number of items completed, i.e., the total number of items minus those marked "N.A."
- Place an "X" in the box below which corresponds to (is on the same row as) the computed average rating. 4.4

Total of Values 82
(23)

No. Items 20
(23)

Ave. 4.1
(23)

OVERALL SCORE FOR RANKING (23)	COMPUTED AVERAGE RATING	DESCRIPTION OF CANDIDATE
<input type="checkbox"/> 7	4.5 through 5.0	Excellent
<input checked="" type="checkbox"/> 6	4.0 " 4.4	Very Good
<input type="checkbox"/> 5	3.5 " 3.9	Very Good
<input type="checkbox"/> 4	3.0 " 3.4	Good
<input type="checkbox"/> 3	2.5 " 2.9	Good
<input type="checkbox"/> 2	2.0 " 2.4	Adequate
<input type="checkbox"/> 1	1.0 " 1.9	Unsatisfactory

Comment on your overall appraisal, strengths and weaknesses of the employee, or any specific aspects of his work. Reference by item number if your comments refer to specific items.

7/30/70
(Date)

[Signature]
(Signature of Rating Officer)
(Please print your name in the appropriate box on the first page)

REVIEWING OFFICER'S COMMENTS:

I disagree with the above rating. I feel the following elements should be changed from d to e with an overall rating of 4.4:

5. e 20. e
9. e
10. e
13. e
18. e

7/30/70
(Date)

[Signature]
(Signature of Reviewing Officer)
(Please print your name in the appropriate box on the first page)

MAY 19 1972

Mr. E. L. Barnett
Assistant Director for Administration

T. L. Bloomer /s/ T. L. Bloomer
Personnel Officer

Performance Appraisal of Mr. Vincent T. Oliver

The purpose of this memorandum is to outline Vincent T. Oliver's performance while occupying an established GS-14 position at the selection grade of GS-13.

Mr. Oliver's performance is best reviewed by accessing three major responsibilities.

1. SUPERVISOR

He has, and continues to exemplify, leadership traits which are extraordinary in every way. Vincent is one of the very few human beings capable of effectively balancing the human behavioral skills with the pragmatic requirements of getting a job done. He has developed a team of people who have dignity in their work and he continues to be an excellent model.

2. POLICY DEVELOPMENT AND SUPPORT

Vincent has played a major role in supporting, advocating, and selling sound Personnel Management policy by formal procedures. For example, Delegation of Authority, Career Development package, Para-Professional workers, and Production Control Center. His depth of background and expertise, often solicited by supervisors in other AWP functions, greatly influences the improvement of the overall Personnel Management program.

3. TEAM AND STAFF

In my opinion we often overlook the most and deal effectiveness of an executive as it relates to his total performance. Since Mr. Oliver's arrival I have heard only the highest praise for his ability at the "1 to 1" personal relationships in effecting his role as an executive in AWP and probably more important as an executive in Headquarters.

He would have been selected as a GS-14 had he met the Written Agreement and for all intents and purposes has been performing at that level since the day he was hired. I rate Mr. Oliver as an outstanding manager and personnelist.

EXHIBIT #3

3001 Veazey Terrace, NW, #920
Washington, D. C. 20008
June 16, 1972

Dr. Hans Mark, Director
Ames Research Center
National Aeronautics and Space Administration
Moffett Air Force Base, California 94035

Dear Mr. Mark:

It was most interesting to have been interviewed by Mr. Glenn Goodwin on Thursday morning here in Washington at the NASA building. As a result of the interview, I would like to request that my name be withdrawn from consideration for the pending Personnel Officer vacancy at the Center.

While I donot wish to be in any way critical or personal in evaluating the interview with Mr. Goodwin, it may be helpful to the Center to share with you my observations and impressions.

Mr. Goodwin's opening remark was, "I have thirty minutes!" after arriving ten minutes late for the interview. We briefly discussed the lack of credibility, low morale and minority problems which apparently prevail at Ames. Mr. Goodwin "came across" rather poorly. He seems to interrogate well but appears to be rather inept as an interviewer. He seemed to be unusually preoccupied with the typical concerns of the recalcitrant bigot, i.e., discrimination in reverse, the meaning of the word "disadvantaged," the "not-qualified" stereotype regarding minorities and an apparent marginal hysteria regarding the possibility of "lowering standards" in hiring minorities.

It was also interesting to observe his non-verbal behavior, e.g., his staccato grin, his ego need to be convinced and his authoritarian manner. A spontaneous conversation with another NASA employee, which momentarily interrupted the interview, amounted to directive questions from Mr. Goodwin and responding "yes sirs" from the employee, with which the questioner seemed most comfortable.

During the interview, the question was asked, "How do we change things?" i.e., employee morale, organizational climate, minority participation, the credibility gap and personnel management at Ames. Of course, the question in such a generalized form turned out to be an opportunity for Mr. Goodwin to defend his own feelings and attitudes. In so doing, his insincerity, his need to "play games," his "phoniness" and his insecurity

- 2 -

came through with resounding impact.

Mr. Goodwin's closing remark, seasoned with more than a grain of sarcasm, was, "Well, your ideas seem to be 'original enough' to get back to you around noon." He, of course, disqualified himself and the Center with such a remark as it was viewed in the general context of the total interview. There was no reason to return, and I felt that he had not earned the courtesy of a phone call.

Finally, his appearance was unkempt and unbecoming an executive of his rank. I am sure the Director of Astronautics is highly competent in the use of the slide rule and the application of logarithms, but he seemed sadly lacking in management skills, relating to people, sensitivity, sincerity, self respect and an understanding of behavioral dynamics in himself and others. I would guess that he manages employees authoritarian style shrouded in contrived friendliness. I, of course, would not fit into such a work environment while I better understand the reasons for the personnel problems with which your center is apparently faced.

I do hope you will regard this letter as an evaluative critique. I am sure Mr. Goodwin is a fine man, an outstanding scientist and a well meaning human being. However, modern day personnel management, which will have positive impact on employees, has its genesis in changing the behavior and attitudes of insensitive, authoritarian egocentric managers and supervisors who are usually unaware of how their behavior impacts employees, morale, productivity and the total organizational climate.

I very much appreciate the opportunity to have been considered for the Personnel Officer's position.

Sincerely,

Vincent T. Oliver

EXHIBIT #3



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
AMES RESEARCH CENTER
MOFFETT FIELD, CALIFORNIA 94035

REPLY TO
ATTN OF: D:200-1

June 21, 1972

Mr. Vincent T. Oliver
3001 Veazey Terrace, N. W., #920
Washington, D. C. 20008

Dear Mr. Oliver:

I was sorry to receive your letter of June 16 since you were one of the highly qualified candidates on our list for the post of Personnel Officer. I believe that your decision to withdraw your name from consideration may be mistaken for two reasons-- one is that you might be wrong about Mr. Goodwin. I know that in my experience I have found it extremely hard to judge people on the basis of short and hurried interviews. The second is that the Center is much larger than Mr. Goodwin's organization, and even if you are right about him, he may not be representative of the people at the Center. Accordingly, I hope very much that you will reconsider your decision and not withdraw your name from consideration.

Sincerely yours,

A handwritten signature in cursive script that reads "Hans Mark".

Hans Mark
Director

EXHIBIT #4

	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION		ANNOUNCEMENT NO.
	EXECUTIVE POSITION VACANCY		CLOSING DATE September 15, 1972
POSITION	Director of Personnel, NASA A NASA Excepted position	Salary Range:	\$31,000 - \$34,500
LOCATION	Office of Organization and Management, Office of Administration, Office of Personnel		
AREA OF CONSIDERATION	NASA-WIDE Outside applicants are invited to apply.		

DUTIES:

The Director of Personnel, NASA, provides the leadership required to formulate, recommend, and implement policies, standards, procedures, to guide and assist NASA management in the effective management and utilization of personnel in the accomplishment of NASA missions and programs. The Director of Personnel reports to the Assistant Administrator for Administration and is responsible for the development and administration of policies, programs, and procedures in the following areas of personnel management: occupational analysis; compensation; recruitment; staffing; employee performance and appraisal; employee development and training; employee benefits and services; labor management relations; manpower planning; and personnel program evaluation. The Director of Personnel represents NASA on various groups responsible for recommending or developing federal personnel policies and programs. The Director serves as the principal advisor to agency management on all matters related to locating, acquiring, developing, and utilizing an effective civil service workforce. The Director supervises a staff of agency personnel specialists and directs the personnel operations program for the Headquarters installation.

QUALIFICATIONS:

Candidates should have a bachelor's degree, and additional education is desirable. They should have a progressively responsible background and experience in, or close association with, most of the following: personnel policies and personnel program planning; manpower planning; occupational and salary analysis; recruitment; staffing; employee performance and appraisal and development; and labor management relations. Candidates should have supervisory and/or management experience related to a medium to large sized organization. It is highly desirable that candidates have experience with or knowledge of the environment of a research and development or a technological organization, that they have some experience in a field activity or experience on the operating level and that they have personnel or related experience within the last 5 years.

HOW TO APPLY:

Send a completed Standard Form 171, Personal Qualifications Statement, or a completed resume to the attention of Mr. Charles Row, Code EP-1, NASA Headquarters, Wash., D.C., 20546.

EVALUATION OF CANDIDATES: Selection of this position will be made from eligible candidates without discrimination for any nonmerit reason such as race, color, religion, sex, national origin, politics, marital status, physical handicap, age, membership or non-membership in an employee organization, or personal favoritism.

Exhibit #5

3001 Veazey Terrace, NW
920 Van Ness North
Washington, D. C. 20008
August 25, 1972

Ruth Bates Harris, Director
NASA Equal Employment Opportunity
National Aeronautics and Space Administration, HQS/DE
7th and Independence, SW
Washington, D. C.

Dear Director:

Thank you very much for sending me a copy of the announcement for the NASA Personnel Officer's position. I heartily commend your aggressive minority recruiting initiative. Your initiative warrants a response in which I would like to make my position clear at the outset in order to avoid a possible waste of my time and that of your agency.

You may know that I was recently considered for a similar position with NASA at the Ames Research Center in California. I withdrew my name from consideration based upon the overview emerging from the interview and correspondence with the Center Director. Both made it patently obvious that the EEO climate at Ames is most unhealthy and that the Center is pregnant with "people problems" crying for solutions which will only be forthcoming through enlightened management practice. What evolved during our exchange was the simple and usual paradox that the Center management seems to want change without wanting to change anything -- particularly its own attitudes, organizational climate and behavior.

At this point in my career, I am seeking, quite cautiously and deliberately, a federal management position which will afford a truly open opportunity to fully utilize all kinds of people in a federal activity and develop their careers free of discrimination, prejudice, traditionalism, unfairness, the "buddy system," et al, with particular interest in minorities and women.

As you know, NASA has a long standing reputation as a closed club of highly recalcitrant Caucasian males, with their heads buried in technology, who resist change in the EEO and personnel management areas as a matter of accepted tradition. While there now appears to be a fairly aggressive effort afoot throughout the Federal Career Service to recruit and develop minorities and women in response to

EXHIBIT #5

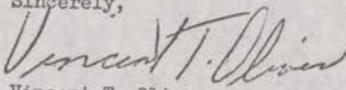
mounting pressures, the NASA effort in this area seems, at this stage, to be little more than the pursuit of tokenism.

Of course, having been relegated to the "token role" in several federal agencies during my rapid ascendancy of the federal career ladder, I have no further interest in or need for this kind of patronizing sterile position, either for myself or others. If on the other hand, NASA headquarters is genuinely interested in hiring a pragmatic no-nonsense black change agent, is willing to delegate both authority and responsibility to implement change and the NASA management hierarchy is ready to accept and support the leadership of a black manager in this role; then, yes, I would be very much interested in further discussing the position. Let me repeat, please do not consider me for a sterile management position or a "colored" role. There are many others available, both majorities and minorities, who are eager to accept "management" positions of this type.

Potentially, in NASA or in any other federal agency, the headquarters' Personnel Officer position could be the key management pivotal point through which the design and implementation of enlightened federal personnel management policies and practices could occur in compliance with EO 11478, the new Title VII provisions of the 1964 Civil Rights Act and current Civil Service Commission requirements regarding the maximum utilization of human resources.

I am taking the liberty of enclosing a recently published work on the issues at hand, i.e., EEO and Federal Personnel Management along with a copy of my SF-171. I trust you will find either or both useful. Please feel no obligation to return them.

Sincerely,



Vincent T. Oliver

Enclosures



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
WASHINGTON, D.C. 20546

REPLY TO
ATTN OF: DE

September 18, 1972

Mr. Vincent T. Oliver
3001 Veazey Terrace, N.W.
920 Van Ness North
Washington, D. C. 20008

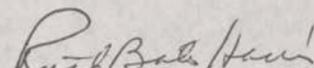
Dear Mr. Oliver:

Thank you for your letter of August 25, 1972, in which you enclosed an application for the Personnel Officer position.

I am fully aware of your experience relating to the Ames Research Center opening and am most empathetic to the concerns and aspirations you expressed. My main motivation in coming to NASA is to achieve the goals you so poignantly articulated in your letter. I must admit, however, that NASA has a long, long journey ahead.

I have referred your application to the Assistant Administrator for Administration. I am also sharing it with other top officials for consideration. Your continuing interest in NASA is encouraging. I hope one day all doubts will be erased as to whether or not NASA merits this interest.

Sincerely,


Ruth Bates Harris
Director, NASA Equal
Employment Opportunity



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
WASHINGTON, D.C. 20546

REPLY TO
ATTN OF: JPS

16 JAN 1973

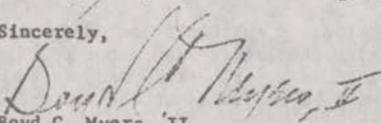
Mr. Vincent T. Oliver
3001 Veazey Terrace, N.W.
#920
Washington, D.C. 20008

Dear Mr. Oliver:

Thank you for the special interest you expressed in the position of Director of Personnel for NASA. Our search, interview, reference check and selection processes have now been completed and Mr. Raymond J. Sumser was selected for the position.

We appreciate your taking time to meet with the executive assessment panel and to share with us your views and experience on personnel management. The panel members were very impressed by the high quality of the candidates and were stimulated by the exchange of ideas which we had with you. We wish you continued success in your career and appreciate your personal interest in the personnel and manpower programs of the agency.

Sincerely,


Boyd C. Myers, II
Deputy Assistant Administrator
for Administration

Enclosure
SF 171

Mr. EDWARDS. And now, Mr. Spann Watson.
Mr. Watson, we welcome you.

TESTIMONY OF SPANN WATSON

Mr. WATSON. Mr. Chairman and members of the committee, I want to thank you for this opportunity to appear before you and relay some of my experiences with NASA, both in my attempts to get employment with NASA, and also in attempting to assist other minorities and women to secure employment with NASA.

I, Spann Watson, submit the following statement which relates to my experiences with NASA and its equal employment practices. These experiences are divided into two parts. First, they relate to my efforts to secure employment for myself, and, second, they relate to my referral of other qualified minority and female personnel to fill NASA employment vacancies. These latter efforts were made mostly in response to special and repeated requests received by the witness from NASA officials or representatives. The period covered by this testimony is from December 1964 through June 1973.

I am a retired Air Force career officer. Most of my career was spent in Aerospace operations, including the associated field of communications and military aircraft control. I retired from the Air Force on December 1, 1964.

I considered NASA's operations to be most closely related to what my profession had been in the military. And also, NASA, which promised to be a new and exciting agency, was expanding. I determined within my own perspective that working for NASA could be for me a real exciting second career where qualifications would not be a matter for question.

I visited NASA Headquarters here in Washington either in late December 1964 or in the early part of 1965. This was immediately after having applied and received a civil service rating under CSC's Senior Level Program Announcement No. 408. The rating granted was GS-14/15. I attached a copy of the rating granted to each of my completed application forms which I submitted.

After being informed by persons at the headquarters that no employment matters were handled at that location, I was referred to the Personnel Office at Universal Building at 1800 Connecticut Avenue NW., Washington, D.C. I proceeded to that location forthwith.

The interviewer, after a quick look at the contents of my application stated my application would be forwarded to the Board of U.S. Civil Service Examiners at NASA's Goddard Space Flight Center, Greenbelt, Md., for evaluation. This was necessary, I was informed, to establish a civil service rating for me.

I pointed out that I had already been graded by the Civil Service Commission, Washington office. I saw no reason to be graded again by a lesser CSC office. The response was that NASA did not recognize CSC ratings outside of NASA and had its own rating system. I did not accept the explanation but I dropped the subject at that point.

I pointed out to the interviewer that I was available to work at a NASA installation anywhere, mentioning Cleveland, Houston, Boston, and so forth, in addition to Washington and Greenbelt. I left sufficient numbers of completed application forms with the interviewer to be referred to most of these locations. However, I never heard from

any other application except Washington and Goddard Space Flight Center.

My visit to NASA was confirmed by a letter to me dated February 26, 1965. See copy attached as exhibit 1.

After not receiving a response from NASA for several weeks, I visited the personnel office to determine the cause of the delay. The response to my inquiry was that the board of examiners met at irregular times and their actions could not be expedited in these matters.

Considering the time to be in the buildup phase for NASA, the actions and attitude of the people I met were judged by me to be illogical. I would establish the date of these events to have occurred in early April 1965 since I was in Washington at that time pursuing other employment possibilities. My last visit to NASA pertaining to this application came in late June 1965 when I visited the Washington personnel office again. I suggested that I visit the Greenbelt facility to inquire about the undue delay and the possibility of early employment. The personnel office response was that such a visit would not be practical, and they would check it out and respond to me in New York by letter. Concluding that all was not well with NASA and that I was the victim of some kind of insincerity, or theirs was the worst personnel office in existence, I left the NASA office wondering whether they had ever heard of the newly budding EEO programs. I saw no visible blacks anywhere.

Finally in a letter from the Greenbelt, Md., facility dated September 14, 1965, I received a notice rating from the Greenbelt Board of Civil Service Examiners. The rating granted was GS 13:87 in the area of organizational and management planning. This was entirely a new area of performance for me but of interest since they promised to rate me in an area where vacancies existed. This rating was granted under Aeronautic Space Technology, announcement No. 347B. A copy of the correspondence is attached as exhibit 2.

I never heard from NASA again on this application to work at Goddard Space Center or NASA headquarters. Prior to receiving the NASA notice of rating I had accepted employment with the FAA as an EEO compliance officer.

At the culmination of 23 plus years as a military career officer, my aerospace technical skills ran along these lines:

Rated pilot—22 years high performance aircraft operations.

Air operations manager.

Communication and electronics system manager.

Aircraft control and air defense systems operations—manual, in the highest density air traffic in the world as operator and manager.

Aircraft control and air defense system operations—semiautomatic, in the highest density air traffic in the world as operator and manager.

Air defense system evaluator, including aircraft, air crews, and electronic systems, as team member and as team chief.

In late 1969 I received a telephone call from a Dr. McConnell of NASA, stating he had recently arrived from Cleveland and was assigned as a Special Assistant to the Administrator. I did not know Dr. McConnell at the time. One of the things he stated he had noted on arrival was that there were no black people around NASA headquarters. I agreed. He then stated that he thought now was an opportune time to affect some changes. I agreed that would be a good thing if he

was in a position to help make some changes. He indicated that he believed that he could.

He then stated the purpose of his call was to seek assistance in finding some qualified minorities suitable for employment by NASA. Further, he had heard that I would be the person who could and would assist him in such a project. I assured Dr. McConnell that I could assist him and I would be happy to do so.

Subsequently, I supplied Dr. McConnell with five to seven applications for Federal employment from highly qualified individuals, including my own application. I assured Dr. McConnell that I would furnish him as many more and as diversified as he needed. He was to complete the internal handling of the applications.

Of the first group of applications submitted, one applicant, Mrs. Margaret Webster, a minority female and extremely highly qualified computer programmer and computer systems analyst was interviewed. She was not employed by NASA but has since advanced to a Grade GS 15 in HEW.

I began to press Dr. McConnell for some positive results. I reminded him of what he had said earlier, that there were no black people around even though there were sizeable numbers of highly qualified minority persons retiring from the military services. I informed him that I had my fingers on these people.

After several inquiries to Dr. McConnell, he seemed to become uncertain of his ground. He finally referred me to a Mr. George Vechetti, the Director of Procurement for NASA. Mr. Vechetti in turn referred me to a Mr. Hogan in another area of the procurement office. But nobody friendly toward minority employment thought it reasonable or worthwhile to go to the personnel office.

As I remember on my initial contact with Mr. Hogan, he was attempting to get a program of employing minorities off the ground, but he was experiencing quite a bit of difficulty internally and had not got it organized yet. He remembered me from his contacts with Dr. McConnell and would contact me in the near future.

In early 1970 Mr. Hogan contacted me with a request for a competent EEO/compliance officer. At this point I counseled him that he should not ask me for people if NASA did not want the "job done in EEO." He agreed that they did. I then referred him a suitable applicant, McDaniels.

The applicant was contacted, interviewed, and accepted, but declined to accept the position after he was offered a similar position with HEW in New York.

When I inquired later about the progress of the first applicant, Mr. Hogan stated they had lost the first selectee to HEW, and whether I had other EEO candidates. I told him I did, but reminded him that it would again be a mistake to accept my candidates if NASA was insincere. He assured me that now they were for sure because of adverse publicity NASA had received in connection with the poverty programs. We agreed this was factual. I then referred him Mr. Samuel Lynn with a choice of others if he so desired. He accepted and finally employed Mr. Lynn as an EEO contract compliance officer.

During the summer of 1970, the NASA Civil Rights Office contacted me with a request to refer a qualified and suitable civil rights applicant for their Huntsville, Ala., installation.

I informed them that I knew one person who was knowledgeable of the region and who was highly qualified with an aerospace technical background. This person was available presently in Huntsville. I agreed to locate the person—Mr. Freddie Hutchins—and ask him to apply for the available position at the NASA Huntsville facility.

In addition, I agreed to contact the appropriate officials at Alabama A. & M. College in Huntsville with a specific request that they locate and identify suitable applicants for this or other positions available at NASA, Huntsville, which would have been a community catalyst in regard to the existing local and national opinion toward anything associated with NASA. The applicants applied but never received a response from local NASA officials. They filled the position from within. Whether the selectee was a suitable facility CR/EEO officer is still a suspect matter.

Contacts were also made in Birmingham, Ala.—Mr. Richard Arrington, a lawyer—to insure that qualified minorities, presented themselves for consideration for this available position and for employment in other possible areas. As a result of the overall unsatisfactory response at all levels of NASA management, persons who were freely willing to assist NASA in mending its old ways lost widespread credibility in the minority community.

In September 1972 I received an urgent request from the NASA civil rights office to locate, identify and to submit applications of minority candidates for the position of assistant administrator for scientific affairs and technical utilization. In a rash of telephone calls to the west coast, I secured résumés of two of the most qualified people I know anywhere, minority or otherwise.

One, an associate professor at the Navy Post Graduate School at Monterey, Calif.—William A. Campbell—with an extensive aerospace technical and managerial background. The other—James T. Wiley—a Boeing Aircraft Co. executive in charge of the BOAC account for the 747 airplane with an extensive research and development background. Additional qualified minority candidates were submitted for the apparent phantom big breakthrough at NASA.

While the NASA civil rights office was informing me that these well qualified persons were being duly considered, the applicants had received letters back in California and Washington stating that NASA had no positions available for their backgrounds and skills. According to the NASA civil rights people, this was the occasion when the NASA Administrator was expected to make a decided change in the direction in which his agency was going. Maybe so, but hardly this trip. See exhibit No. 3.

Finally, in December 1972 or January 1973, the civil rights director and her staff felt that I would be of some assistance to the NASA EEO program if I would apply for the vacancy to fill the civil rights position at NASA headquarters.

I explained that I would not be interested on the face value of NASA's EEO posture and its well-publicized history. They insisted that they needed my experience and drive to make the NASA headquarters program move forward positively and complement their national efforts. I should have known better, but I listened. I felt that for once we would have a dedicated team anxious to work together for an effective agencywide EEO program.

Immediately after submitting my application for the headquarters civil rights position I received a letter from headquarters personnel dated January 18, 1973, stating that they had no vacancies suitable for my background. See attached NASA letter, exhibit No. 4.

I responded in a letter of February 7, 1973, stating that NASA headquarters did, in fact, have such a vacancy. See exhibit No. 5. Their response was an apology and, well, yes, we do have such a vacancy and it was all an administrative error.

I was interviewed by a high-powered panel of headquarters executives including the director of civil rights. The interview was thorough, objective and extended, and also friendly. My position during interview was that to be successful in the NASA environment, the CR/EEO officer must be of commensurate grade, have freedom to act, and have the complete commitment of the administration.

In any situation short of this foundation, the probability of success was small. It was also clear that if NASA was still not ready, or was unwilling, to have the EEO function performed, it would probably be unwise to draw me into their program.

The selecting official probably sensed what I did—that NASA still was not ready to implement an effective EEO program. And, although I have been reliably informed that I received a high score by the rating panel, I received another cover letter from NASA headquarters personnel office, dated June 28, 1973, which stated that another candidate had been selected. To this date, the candidate selected has not filled the vacancy. The previous acting official is still acting. See exhibit No. 6.

And I refer you to exhibit No. 7 as an aerospace qualification summary, and exhibit No. 8, a qualification summary for EEO and some of the accomplishments that I have had.

Thank you, sir.

[The prepared statement of Mr. Watson follows:]

STATEMENT OF SPANN WATSON

I, Spann Watson, submit the following statement which relates to my experiences with NASA and its equal employment practices. These experiences are divided into two parts. First, they relate to my efforts to secure employment for myself, and, second, they relate to my referral of other qualified minority and female personnel to fill NASA employment vacancies. These latter efforts were made mostly in response to special and repeated requests received by the witness from NASA officials or representatives. The period covered by this testimony is from December 1964 through June 1973.

I am a retired Air Force career officer. Most of my career was spent in Aerospace operations, including the associated field of communications and military aircraft control. I retired from the Air Force on December 1, 1964.

I considered NASA's operations to be most closely related to what my profession had been in the military. And also, NASA, which promised to be a new and exciting agency, was expanding. I was determined within my own perspective that work for NASA could be for me a real exciting second career where qualifications would not be a matter for question.

I visited NASA Headquarters here in Washington either in late December 1964 or in the early part of 1965. This was immediately after having applied and received a Civil Service rating under CSC's Senior Level Program Announcement No. 408. The rating granted was GS-14/15. I attached a copy of the rating granted to each of my completed application forms which I submitted.

After being informed by persons at the headquarters that no employment matters were handled at that location, I was referred to the Personnel Office at Universal Building at 1800 Connecticut Avenue, NW., Washington, D.C. I proceeded to that location forthwith.

The interviewer, after a quick look at the contents of my application stated my application would be forwarded to the Board of U.S. Civil Service Examiners at NASA's Goddard Space Flight Center, Greenbelt, Maryland, for evaluation. This was necessary, I was informed, to establish a civil service rating for me.

I pointed out that I had already been graded by the Civil Service Commission, Washington office. I saw no reason to be graded again by a lesser CSC office. The response was that NASA did not recognize CSC ratings outside of NASA and had its own rating system. I did not accept the explanation but I dropped the subject at that point.

I pointed out to the interviewer, that I was available to work at a NASA installation anywhere, mentioning Cleveland, Houston, Boston, etc., in addition to Washington and Greenbelt. I left sufficient numbers of completed application forms with the interviewer to be referred to most of these locations. However, I never heard from any other application except Washington and Goddard Space Flight Center.

My visit to NASA was confirmed by a letter to me dated February 26, 1965. See copy attached as Exhibit No. 1.

After not receiving a response from NASA for several weeks, I visited the Personnel Office to determine the cause of delay. The response to my inquiry was that the Board of Examiners met at irregular times and their actions could not be expedited in these matters. Considering the time to be in the buildup phase for NASA, the actions and attitude of the people I met were judged by me to be illogical. I would establish the date of these events to have occurred in early April 1965 since I was in Washington at that time pursuing other employment possibilities. My last visit to NASA pertaining to this application came in late June 1965 when I visited the Washington personnel office again. I suggested that I visit the Greenbelt facility to inquire about the undue delay and the possibility of early employment. The personnel office response was that such a visit would not be practical and they would check it out and respond to me in New York by letter. Concluding that all was not well with NASA and that I was the victim of some kind of insincerity, or theirs was the worst personnel office in existence, I left the NASA office wondering whether they had ever heard of the newly budding EEO programs. I saw no visible minorities anywhere.

Finally in a letter from the Greenbelt, Maryland, facility dated September 14, 1965, I received a notice rating from the Greenbelt Board of Civil Service Examiners. The rating granted was GS 13:87 in the area of organizational and management planning. This was entirely a new area of performance for me but of interest since they promised to rate me in an area where vacancies existed. This rating was granted under Aeronautic Space Technology, Announcement No. 347B. A copy of the correspondence is attached as Exhibit No. 2.

I never heard from NASA again on this application to work at Goddard Space Center or NASA Headquarters. Prior to receiving the NASA notice of rating I had accepted employment with the FAA as an EEO Compliance Officer.

At the culmination of 23 plus years as a military career officer, my Aerospace technical skills ran along these lines :

- Rated Pilot—22 years high performance aircraft operations;
- Air Operations Manager;
- Communication and Electronics System Manager;
- Aircraft Control and Air Defense System Operations—(Manual) in the Highest Density Air Traffic in the world as Operator and Manager;
- Aircraft Control and Air Defense System Operations—(Semi-Automatic Ground Environment) in the Highest Density Air Traffic in the world as Operator and Manager; and
- Air Defense System Evaluator; including aircraft, air crews and electronic systems—as Team Member and as Team Chief.

In late 1969 I received a telephone call from a Dr. McConnell of NASA, stating he had recently arrived from Cleveland and was assigned as a Special Assistant to the Administrator. I did not know Dr. McConnell at the time.

One of the things he stated he had noted on arrival was that there were no black people around NASA Headquarters. I agreed. He then stated that he thought now was an opportune time to affect some changes. I agreed that would be a good thing if he was in a position to help make some changes. He indicated that he believed that he could.

He then stated the purpose of his call, was to seek assistance in finding some qualified minorities suitable for employment by NASA. Further, he had heard that I would be the person who could and would assist him in such a project.

I assured Dr. McConnell that I could assist him and I would be happy to do so.

Subsequently, I supplied Dr. McConnell with five to seven applications for Federal employment from highly qualified individuals, including my own application. I assured Dr. McConnell that I would furnish him as many more and as diversified as he needed. He was to complete the internal handling of the applications.

Of the first group of applications submitted, one applicant, Mrs. Margaret Webster, a minority female and extremely highly qualified computer programmer and computer systems analyst was interviewed. She was not employed by NASA but has since advanced to a Grade GS-15 in HEW. I began to press Dr. McConnell for some positive results. I reminded him of what he had said earlier, that there were no black people around even though there were sizeable numbers of highly qualified minority persons retiring from the military services. I informed him that I had my fingers on these people.

After several inquiries to Dr. McConnell, he seemed to become uncertain of his ground; he referred me to a Mr. George Vechetti, the Director of Procurement for NASA. Mr. Vechetti in turn referred me to a Mr. Hogan in another area of the Procurement Office. But nobody friendly toward minority employment thought it reasonable or worthwhile to go to the personnel office.

As I remember on my initial contact with Mr. Hogan, he was attempting to get a program of employing minorities off the ground but he was experiencing quite a bit of difficulty internally and had not got it organized yet. He remembered me from his contacts with Dr. McConnell and would contact me in the near future.

In early 1970 Mr. Hogan contacted me with a request for a competent EEO/Compliance Officer. At that point I counseled him that he should not ask me for people if NASA didn't want the "job done in EEO." He agreed that they did. I then referred him a suitable applicant (McDaniels).

The applicant was contacted, interviewed and accepted but declined to accept the position after he was offered a similar position with HEW in New York.

When I inquired about the progress of the first applicant, Mr. Hogan stated they had lost the first selectee to HEW and whether I had other candidates. I told him I did but reminded him that it would again be a mistake to accept my candidates if NASA was insincere. He assured me that now they were for sure because of adverse publicity NASA had received in connection with the poverty programs. We agreed this was factual. I then referred Mr. Samuel Lynn with a choice of others if he so desired. He accepted and finally employed Mr. Lynn as an EEO Contract Compliance Officer.

During the summer of 1970, the NASA Civil Rights Office contacted me with a request to refer a qualified and suitable CR applicant for their Huntsville, Alabama, installation.

I informed them that I knew one person who was knowledgeable of the region and who was highly qualified with an Aerospace technical background. This person was available presently in Huntsville. I agreed to locate the person (Mr. Freddie Hutchins) and ask him to apply for the available position at the NASA Huntsville facility.

In addition, I agree to contact the appropriate officials at Alabama A&M College in Huntsville with a specific request that they locate and identify suitable applicants for this or other positions available at NASA, Huntsville which would have been a community catalyst in regard to the existing local and national opinion toward anything associated with NASA. The applicants applied but never received a response from local NASA officials. They filled the position from within. Whether the selectee was a suitable facility CR/EEO officer is still a suspect matter.

Contacts were also made in Birmingham, Alabama, (Mr. Richard Arrington, Jr., 2121 8th Avenue, North) to ensure that qualified minorities presented themselves for consideration for this available position and for employment in other possible areas. As a result of the overall unsatisfactory response at all levels of NASA management, persons who were freely willing to assist NASA in mending its old ways lost widespread credibility in the minority community.

In September 1972 I received an urgent request from the NASA Civil Rights Office to locate, identify and to submit applications of minority candidates for the position of Assistant Administrator for Scientific Affairs and Technical Utilization. In a rash of telephone calls to the West Coast, I secured resumes of two of the most qualified people I know anywhere, minority or otherwise. One,

an Associate Professor at the Navy Post Graduate School at Monterey, California (William A. Campbell) with an extensive Aerospace technical and managerial background. The other, (James T. Wiley) a Boeing Aircraft Company Executive in charge of the BOAC Account for the 747 airplane with an extensive research and development background. Additional qualified minority candidates were submitted for the apparent "phantom" big breakthrough.

While the NASA Civil Rights Office was informing me that these well qualified persons were being duly considered, the applicants had received letters back in California and Washington stating that NASA had no positions available for their backgrounds and skills. According to the NASA Civil Rights people, this was the occasion when the NASA Administrator was expected to make a decided change in the direction in which his agency was going. Maybe so, but hardly this trip. See Exhibit No. 3.

Finally, in December 1972, or January 1973, the Civil Rights Director and his staff felt that I would be of some assistance to the NASA EEO Program if I would apply for the vacancy to fill the Civil Rights position at NASA Headquarters.

I explained that I would not be interested on the face value of NASA's EEO posture and its well-publicized history. They insisted that they needed my experience and drive to make the NASA Headquarters program move forward positively and complement their national efforts. I should have known better but I listened; I felt that for once we would have a dedicated team anxious to work together for an effective agency-wide EEO program.

Immediately after submitting my application for the Headquarters Civil Rights position, I received a letter from Headquarters Personnel dated June 18, 1973, stating that they had no vacancies suitable for my background. See attached NASA letter—Exhibit No. 4.

I responded in a letter of February 7, 1973, stating that NASA Headquarters did, in fact, have such a vacancy. See Exhibit No. 5. Their response was an apology and, well, yes we do have such a vacancy and it was all an administrative error.

I was interviewed by a high-powered panel of Headquarters executives including the Director of Civil Rights. The interview was thorough, objective and extended, and also friendly. My position during interview was that to be successful in the NASA environment, the CR/EEO officer must be of commensurate grade, have freedom to act, and have the complete commitment of the Administration. In any situation short of this foundation, the probability of success was small. It was also clear that if NASA was still not ready, or was unwilling, to have the EEO function performed, it would probably be unwise to draw me into their program.

The selecting official probably senses what I did—that NASA still was not ready to implement an effective EEO program. And, although I have been reliably informed that I received a high score by the rating panel, I received another cover letter from NASA Headquarters Personnel Office, dated June 28, 1973, which stated that another candidate had been selected. To this date, the candidate selected has not filled the vacancy. The previous acting official is still acting. See Exhibit No. 6.

SPANN WATSON.

Exhibit 1-6—Pertinent letters (35 copies).

Exhibit 7—Qualification Summary—Aerospace Technology (1 copy).

Exhibit 8—Qualification Summary plus Accomplishments in CR/EEO (1 copy).

EXHIBIT No. 1

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., February 26, 1965.

MR. SPANN WATSON,
470 Dartmouth Street,
Westbury, L.I., N.Y.

DEAR MR. WATSON: Your application for employment with the National Aeronautics and Space Administration has been received. It has been forwarded to the Board of U.S. Civil Service Examiners, NASA's Goddard Space Flight Center, Greenbelt, Maryland, so that your title and salary eligibility can be established. You may expect a reply direct from them concerning their findings.

After this step, you will be considered for specific vacancies, both at Headquarters and at Goddard.

We certainly appreciate your interest in becoming associated with the NASA space effort.

Sincerely yours,

KENT M. LOWNEY,
Chief of Recruiting.

EXHIBIT No. 2

UNITED STATES CIVIL SERVICE COMMISSION	
NOTICE OF RATING	
1594	
APPLICANT MUST FILL IN ALL BLANKS DOWN TO HEAVY BLACK LINE	
EXACT TITLE OF EXAMINATION AERO-SPACE TECHNOLOGY, Anno. 347B	DATE OF EXAMINATION SEP 14 1965
NAME <u>Spann Watson</u> ADDRESS <u>470 Dartmouth Street</u> <u>Westbury, L.I., New York 11590</u> CITY AND STATE _____	<i>This is not a notice of appointment. It is a record of your rating. It is important that you keep it. It is noted that your application was not rated for any position with a lower entrance salary than that which you indicated thereon.</i>
Your Rating is — ELIGIBLE <input type="checkbox"/> This examination is not rated on a numerical basis <input checked="" type="checkbox"/> Your numerical rating is: <p style="text-align: center;">Organization & Management Planning GS-13:87</p>	
Your Rating is — INELIGIBLE for the reasons checked below: <input type="checkbox"/> The lowest acceptable salary indicated on your application is higher than the salary shown on our announcement. <input type="checkbox"/> You did not pass the written test. All competitors must attain an earned rating of 70 without regard to veteran preference. When an applicant's paper falls below the passing mark it is not scored further. Ineligibles do not receive a numerical grade. <input type="checkbox"/> Your application does not show that you meet the minimum requirements as to experience (or education) which were specified in the examination announcement. <input type="checkbox"/> Your eligibility is suspended pending your furnishing the Commission proof of correction of physical condition, as shown on the attached notice. <input type="checkbox"/> Failed to reply to official correspondence. <input type="checkbox"/>	
IF THERE IS A CHECK BELOW, IT INDICATES THE AMOUNT OF VETERAN PREFERENCE CREDIT INCLUDED IN YOUR RATING	
<input checked="" type="checkbox"/> 5 POINTS—IF YOU ARE APPOINTED YOU WILL BE REQUIRED TO FURNISH TO THE APPOINTING OFFICER EVIDENCE OF HONORABLE SEPARATION FROM THE ARMED FORCES.	<input type="checkbox"/> 10 POINTS
If you have received an eligible rating, be sure to read the important message on the back of this form.	
EXHIBIT #2	SEP 14 1965
Board of USCS Examiners NASA, Goddard Space Flight Center Greenbelt, Maryland	
(Issuing Office and Date of Issue)	

EXHIBIT No. 3

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., January 22, 1973.

Mr. JAMES T. WILEY,
12561 9th Avenue NW.,
Seattle, Wash.

DEAR MR. WILEY: Your application for employment has been referred to this office by Mrs. Ruth Bates Harris for consideration.

We have a limited number of positions in your field of interest. In order to be selected for a future vacancy here or with other Federal agencies, it will be necessary for you to file an application under an appropriate Federal Civil Service announcement. You may wish to contact the nearest Federal Job Information Center for the latest information on announcements that are currently available under which you can apply. We are enclosing a listing of the locations of the different Job Information Centers throughout the United States.

In the meantime, we will retain your file on an active basis and continue to consider you for any vacancies appropriate to your qualifications which may develop. When you receive your eligible notice of rating from the Civil Service Commission, please furnish us with a copy for inclusion with your application materials.

Your interest in employment with the National Aeronautics and Space Administration is sincerely appreciated.

Sincerely,

KATHRYN C. WALKER,
Director, Personnel Administration Division,
Office of Personnel.

Enclosures.

EXHIBIT No. 4

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., January 18, 1973.

Mr. SPANN WATSON,
1250 4th Street SW.,
Washington, D.C.

DEAR MR. WATSON: Your application for employment has been referred to this office by Mrs. Ruth Bates Harris for consideration.

At the present time, we have very limited vacancies and none appropriate to your qualifications. We will retain your application for a period of six months, however, and notify you in the event you are under active consideration. At the end of this time period, it will be necessary for you to indicate your continuing availability by updating the information originally filed. Your application will be returned to you for this purpose.

Your interest in employment with the National Aeronautics and Space Administration is sincerely appreciated.

Sincerely,

KATHRYN C. WALKER,
Director, Personnel Administration Division, Office of Personnel.

EXHIBIT No. 5

FEBRUARY 8, 1973.

Ms. KATHRYN C. WALKER,
Director, Personnel Administration Division, Office of Personnel, National Aeronautics and Space Administration, Washington, D.C.

DEAR Ms. WALKER: This is in response to your letter of 18 January 1973 relating to my application for employment by NASA as an Equal Employment Opportunity Officer.

The application was submitted by Ms. Ruth Bates Harris, Director, Civil Rights, NASA. It was my understanding when the application was submitted, the NASA personnel office was actively advertising a vacancy for an Equal Employment Opportunity Officer, Grade GS-13/14 with a development potential to GS-15, to serve at the NASA Headquarters facility. It was intended that my application be considered for that vacancy.

Your letter states that among your limited vacancies none were appropriate for my qualifications. I believe that a collation of your existing vacancies and applications received will correct this apparent oversight. Of course if no current vacancy exists in the Equal Employment Opportunity category, I will appreciate being informed.

Your consideration in this matter is appreciated.

Sincerely,

SPANN WATSON,
1250 4th Street SW.,
Washington, D.C.

EXHIBIT No. 6

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., June 28, 1973.

MEMORANDUM

To: Spann Watson.

From: JPM/Staffing and Operations Branch.

Subject: Your Application for Promotion Consideration Under NASA Headquarters Merit Promotion Program V-73-68, Equal Opportunity Officer.

Thank you for filing your application under the NASA Headquarters Merit Promotion Program. We wish to assure you that your qualifications were given thorough consideration. Your application is now being returned to you for the reason checked below.

X The vacancy for which you applied has been filled with another candidate chosen by the selecting officials designated to act upon this particular opening.

— Your application has been on file for six (6) months. If you wish continued consideration, please update your application and resubmit two copies to us by _____.

— The vacancy for which you applied has been cancelled.

— You did not show evidence of the experience and training required by the qualification standard.

— Other.

We hope that you will continue to apply for those vacancies which interest you. If you have any questions, please call the undersigned.

Sincerely,

DELORES C. HART,
Personnel Staffing Specialist.

Mr. DRINAN [presiding]. Thank you very much for that fulsome statement. I have some questions and let us go back, and I must go back if I may, to Ms. DiMaggio, and then we will go in order.

Ms. DiMaggio, do you feel that you may possibly be harassed once you return to your job as a result of the testimony you have given today?

Ms. DiMaggio. I would say that I have been conscious of it in writing my testimony. Whether it will happen or not I cannot say for sure, but I have been conscious of that possibility.

Mr. DRINAN. Well, I want to assure you, and this is on behalf of the chairman of the subcommittee also, who had to go on other business, that you can contact him or any member of the committee personally and confidentially if there is any possibility of threat or harassment or intimidation.

Ms. DiMaggio. Mr. Drinan, I am also concerned about Mr. George Drobka.

Mr. DRINAN. Would you explain that?

Ms. DiMaggio. In the proceeding this morning there was a memo read by Ms. Robinson that was written for the record by Mr. Drobka, to which Mr. McConnell responded in quite an angry maner. It was over the fact that Mr. Drobka had not conferred with him before

writing the memo for the record which was subsequently used at the hearing. Because of that angry response I am concerned that Mr. Drobka may be called in on that matter.

[The memo of Mr. Drobka referred to herein and related testimony was deleted as described above.]

Mr. DRINAN. Well, the same commitment that I made to you is extended by me and by the committee to that gentleman, too. And another point, Ms. DiMaggio.

Would you tell us something about the general effect that a recent investigation on employees initiated by Dr. McConnell may be having?

In your statement you made mention that a NASA EEO officer is in fact going about an investigation of NASA personnel.

Ms. DiMAGGIO. Well, I think that I can go back further to the time when we were sending the letter to Dr. Fletcher concerning Mrs. Harris and our concern over the equal opportunities program. There were many people who were very frightened of signing. Some would say, well, my promotion is in the process. I will not get it if my manager sees that I have done this. Some people had to consider signing after we had had the letter retyped and changed a little, and some of them were not willing to put their names on once they thought it over—not because they did not agree with the letter—but because of the fear that they had received from management of reprisal actions. One person came and told me to take her name off it because she did not want to have a fallout with management and she was in a critical position. I decided to get rid of the petition and send it to up to the Administrator as soon as possible before more people got scared and decided to have their names taken off.

That was an initial feeling that I got of how much employees do cower under management, and I think it is a very unhealthy kind of situation for anyone to work under particularly in light of the supposedly free and democratic society in which we live.

Mr. DRINAN. Well, thank you.

Before we move on to the others to ask them some questions, do you have, Ms. DiMaggio, anything that you would like to add to the record at this time?

Ms. DiMAGGIO. I mentioned in my written statement that you might want to get statements concerning problem from other people in our field centers. One of them also has to do with an investigation that was ordered at the Johnson Spacecraft Center by the management down there. It concerned a reaction that some people had in the Center to some posters that were advertising some kind of lunar landing festival and beauty contest for women.

The women were upset and angry about it because they felt that it was sexist. So they came out with some other posters which they called counterfestival posters, which put men up to run for these particular beauty positions. When the Center management found these posters up, they became most disturbed and called in the investigators and also, when Dr. McConnell was informed of the fact that these posters were down there, as told to me by his staff members, his reaction also was to call in the investigators to see about this.

He was then asked by one of his staff members, what is the offense? And he was also counseled by another staff member that maybe that office, Equal Employment Opportunities Office, ought to look at the

problem underlying the system rather than going in and attempting to investigate and punish.

Mr. DRINAN. Well, thank you for that, and thank you again for your testimony.

Feel free to add additional things to supplement what you have been saying.

Mr. GARZA, I want to thank you for traveling so far to be with us today, and I wonder if you would respond to two or three things.

Do I understand that you have lived in Texas most of your life?

Mr. GARZA. Yes, sir; that is correct.

Mr. DRINAN. And when you were at Houston, do I understand it correctly that you were told, in effect, that a promotion would not be available to you in Houston?

Mr. GARZA. That was my understanding.

Mr. DRINAN. Would you want to elaborate on any of the reasons why the promotion was not forthcoming?

If you do not, it is perfectly all right.

Mr. GARZA. It is a complicated matter, sir.

Mr. DRINAN. Just leave it there. That question occurred to us; that is all. Just leave it on the tape.

Another point: Would you be in substantial agreement with the allegations and the recommendations made in the report on this matter that came out in September of 1973, the report authored by three individuals, I guess, including Ms. Harris?

Mr. GARZA. I am not aware of what is in the report, sir.

Mr. DRINAN. Of what?

Mr. GARZA. I have never seen the report.

Mr. DRINAN. When you were at Houston, does your testimony say, or would you want to respond to this, did the Center management at Houston actually prevent you from enforcing the contract compliance Executive order?

Mr. GARZA. There was a conflict at the time as to what comprised enforcement of the Executive order. The instructions that were coming from the NASA Headquarters programmatic office were along one avenue, and the administrative instructions which were being received from the immediate supervisors tended to go along separate lines. It was a difficult job to try to merge the two concepts together.

Mr. DRINAN. Well, do you think that this is traceable, at least in part, to the fact that NASA and EEO are not centralized?

Do you believe, in other words, that the NASA EEO program and its responsibilities can be met while each center manages its own program independently of headquarters?

Mr. GARZA. Had there been direction from only one office, there would have been no conflict.

Mr. DRINAN. Well, would that direction have clarified what you asked the committee or the Congress to clarify on page 9 of your testimony?

You say that:

I would welcome clarification of the intent of the affirmative action program. Is this a program intended to eliminate the effects of past discriminatory practices, or is it a program to avoid present and future discrimination?

Do you think that the directives that you mentioned were lacking in clarification on this precise point?

Mr. GARZA. The procedures that I was involved in at that time, sir, dealt with contract compliance. And in the contract compliance field, it was quite evident that we were trying to implement a program that was intended to overcome the effects of past discriminatory practices. That was never an issue in that program.

However, in the in-house program, I have felt on many occasions that this is one of the primary impediments, the fact that the very nature of the term "affirmative action" implies special procedures and considerations; the fact that the literature that comes out from the EEO side of the Civil Service Commission implies special actions and special considerations.

Mr. DRINAN. Well, would you feel that these special considerations, as you put it, these other terms for putting it, restitution and so forth, do you think that is consistent with the law?

My information is, my looking at affirmative action is that it is consistent with the law.

Let me use your own language. You asked us for a clarification, perhaps we really do not need that much of a clarification. You say:

Is affirmative action a program intended to eliminate the effects of past discriminatory practices, which would give minorities and females an opportunity to catch up, thereby, of necessity implying special considerations and procedures?

Why do you raise that question?

Is it not clear, as you just suggested, that the U.S. Civil Service Commission, after some extensive reports, recommend or allow that particular approach?

Mr. GARZA. There is an ambiguity that exists in the directions presently being given. As an EEO officer, my present understanding in the directions that I receive is that there will be no special or compensatory considerations applied, and the programs implemented at my center are set forth in a manner where no special considerations are set forth.

Mr. DRINAN. Where do you get these directives?

Mr. GARZA. The directives come through the Civil Service Commission, through the NASA Headquarters instructions, and through the personnel office route.

When I talk in terms of special consideration, compensatory consideration, I am talking in terms of trying to give certain considerations in underutilized job categories to the minority or to the female candidate, naturally reviewing all the qualifications required for the job: the very same type of consideration given to veterans and to the handicapped, in other similar situations.

Mr. DRINAN. Well, you really should not use the term "special considerations" if they are fully qualified for the job.

Mr. GARZA. Perhaps I ought to elaborate.

Mr. DRINAN. I am asking you to clarify your clarification.

Mr. GARZA. The clarification that I had in mind is in terms of the very nature of the affirmative action program. If there is an instruction that forbids special or compensatory consideration, this means that you cannot do anything for a minority or for the female candidate. You must treat every applicant with equal consideration.

Mr. DRINAN. Well, Mr. Garza, do you think that the highest officials of NASA put out correct directives about this matter?

Mr. GARZA. I think that in their opinion they do so.

Mr. DRINAN. In their opinion?

Are you suggesting that the alleged lag in hiring minorities and women in NASA may be attributable in part to a faulty interpretation of what affirmative action means?

Mr. GARZA. I think that there exists an argument, not just in NASA but in the entire Government agency, as to whether the concept of affirmative action implies special or compensatory considerations. I think there is an ambiguity in the entire field.

Mr. DRINAN. Thank you.

We may come back to that if Counsel has questions later.

Let me speak to Mr. Oliver and then Mr. Watson.

Mr. Oliver, did you at any time go to the civil rights compliance section of the U.S. Civil Service Commission?

Mr. OLIVER. No.

Mr. DRINAN. Would you tell us why?

Mr. OLIVER. Futility. The futility of enforcement with regard to filing discrimination complaints, as I have seen equal employment opportunity function in any realistic or practical terms in the Federal Government, filing equal employment opportunity complaints, first of all, subjects any employee—and this has already been spoken to—to all types of harassment, number one.

And, second, the difficulty in becoming involved in that sort of thing is time-consuming and expensive.

Third, I think the record will indicate that over the last 20 years all of the EEO complaints that have gone as far as the Board of Appeals and Review at the Civil Service Commission, of all those complaints in the last 20 years, something less than 6 percent have resulted in a finding of cause, which would indicate the odds are pretty much against any type of complaint. And of course, EEOC, or the Office of Civil Rights, has no enforcement power in the area of Federal employment, and that was one of the advantages of title VII being added to the 1964 Civil Rights Act.

Mr. DRINAN. Maybe this subcommittee should start with the Civil Service Commission.

Mr. OLIVER. I think that would be an excellent suggestion.

Mr. DRINAN. Mr. Oliver, what would you recommend personally about yourself or about the program? You say toward the end of your testimony you would plead with the subcommittee to use all of its power—and we have fantastic power, as you see here. How do you suggest that we use it?

Mr. OLIVER. Congressman Drinan, as I understand the subcommittee, part of its function is indicated by its title—that is, the Subcommittee on Civil Rights and Constitutional Rights.

Now, it would seem to me that there may be some specific things that the committee could do, particularly with regard to legislation.

Mr. DRINAN. Well, I do want to get into that now. I wanted something just about your own—we have a lot of legislation here pending, and proposed and all, but just about your own situation. Is there anything that we can do about your allegations of discrimination?

I would assume that you would have to exhaust your remedies and go through the process of the Civil Service Commission.

Mr. OLIVER. Well, Congressman Drinan, I think that perhaps I would like to say that as was mentioned in my testimony, that con-

frontation with the Federal bureaucracy seems to be the pattern of my career. And personally, I have been able to sort of take care of myself, so to speak. And it would seem to me that since there are so many people that have been unable or unwilling, for very obvious reasons, to fight this battle individually, that I think the assistance that you offer should be focused somewhere else, and let me continue to take care of myself because I feel perfectly capable of doing that.

Mr. DRINAN. Well, all right, sir.

Well, thank you for your testimony and your statement.

Mr. WATSON, would you want to elaborate or add any point in view of the other statements that have been made here?

Mr. WATSON. Yes, sir. I would be happy to do so, sir.

First, you heard a lot about recruiting and upward mobility programs. They are fine, but the most pressing thing in NASA and in all of Government is the use of people who are living now and qualified now.

You see, when you say upward mobility and recruiting; you are talking about 20-, 21-year-olds, 25-year-old persons. For them it will be another 20 years before they are bothering NASA for anything in the power structure. So the thing we need to get after is to use these people that we have got. That is what I would like to see NASA do.

Now, I have referred to any number of people—NASA has got a reputation across the country for turning down minorities—in Boston, California, here, Huntsville. And they come up here and insult, what I consider insult, the committee and tell you they are doing the best that they can. That is not true.

Mr. DRINAN. All right, Mr. Watson.

Thank you for your comments.

I think counsel has some questions, and also counsel on this side.

Ms. ROBINSON. Mr. Oliver, in your testimony you referred to an interview that you had with a Mr. Goodwin of NASA, and you indicate that there was certain occurrences in that interview that pretty much indicated to you that a person of your skin color would not be hired for the position.

I am wondering if you could state some of what the innuendoes are, recap the interview in terms of how that sort of discrimination is hideous, but you know it.

Mr. OLIVER. Counsel, if I may, I would like to answer your question by reading exhibit 3, as presented in my testimony. And may I suggest before I read this, with regard to a description of the interview with Mr. Goodwin, that as I see the problem its genesis is in attitudes as described by the National Advisory Commission on Civil Disorders. And of course, the attitudes are manifested in behavior. You cannot take the time to change everybody's attitude, but I think that there are some very specific things that can be done to prevent behavior of the type that was manifested by Mr. Goodwin in this interview.

The letter was dated June 16, 1972, and it was directed to Dr. Hans Mark, Director, Ames Research Center, NASA, Moffitt Air Force Base, Calif.

Dear Dr. Mark: It was most interesting to have been interviewed by Mr. Glen Goodwin on Thursday morning here in Washington at the NASA building. As a result of the interview, I would like to request that my name be withdrawn from consideration for the pending Personnel Officer vacancy at the Center. While I do not wish to be in any way critical or personal in evaluating the interview of

Mr. Goodwin, it may be helpful to the Center to share with you my observations and impressions.

And I made that statement because it had come to my attention, as I have mentioned in my testimony, that the Center was having difficulties in terms of labor and minority problems.

Mr. Goodwin's opening remark was, "I have thirty minutes," after arriving ten minutes late for the interview. We briefly discussed the lack of credibility, the low morale, and minority problems which apparently prevail at Ames. Mr. Goodwin came across rather poorly. He seems to interrogate well, but appears to be rather inept as an interviewer. He seemed to be unusually preoccupied with the typical concerns of the recalcitrant bigot; that is, discrimination in reverse, the meaning of the word disadvantaged, the not qualified stereotype regarding minorities, and an apparent marginal hysteria regarding the possibility of lowering standards in hiring minorities.

It was also interesting to observe his non-verbal behavior—for example, his staccato grin, his ego need to be convinced, and his authoritarian manner. A spontaneous conversation with another NASA employee which momentarily interrupted the interview amounted to directive questions from Mr. Goodwin and responding yes, sir's from the employee, with which the questioner seemed most comfortable.

During the interview the question was asked, how do we change things—that is, employee morale, organizational climate, minority participation, the credibility gap, and the personnel management at Ames. Of course, a question in such a generalized form turned out to be an opportunity for Mr. Goodwin to defend his own feelings and attitudes. In so doing, his insincerity, his need to play games, his phoniness, his insecurity came through with resounding impact.

Mr. Goodwin's closing remarks, with more than a grain of sarcasm, said, well, your ideas seem to be original enough to get back to you around noon. He, of course, disqualified himself and the Center with such a remark as it was viewed in the general context of the total interview. There was no reason to return, and I felt that he had not earned the courtesy of a phone call. Finally, his appearance was unkempt and unbecoming an executive of his rank. I am sure the Director of Astronautics is highly competent in the use of a slide rule and the application of logarithms, but he seemed sadly lacking in management skills relating to people's sensitivities, sincerity, self-respect, and an understanding of behavioral dynamics in himself and others. I would guess that he manages employees authoritarian-style, shrouded in contrived friendliness.

I, of course, would not fit into such a work environment; and while I better understand the reasons for the personnel problems with which your Center is apparently faced, I do hope you will regard this letter as an evaluation critique. I am sure Mr. Goodwin is a fine man, an outstanding scientist, and a well-meaning human being. However, modern day personnel management, which will have impact on employees, has its genesis in changing the attitudes of insensitive, authoritarian, egocentric managers and supervisors who are usually unaware of how their behavior impacts employees' morale, productivity, and the total organizational climate.

I very much appreciate the opportunity to have been considered for the Personnel Officer's position.

Sincerely, Vincent T. Oliver.

Ms. ROBINSON. Thank you.

Ms. DiMaggio, could you inform us of the efforts that you have undertaken as regards employment of female scientists at NASA, particularly in relationship to work with Dr. Nancy Roman?

Ms. DiMaggio. Dr. Nancy Roman is a senior level scientist with NASA Headquarters, and she has relayed not only to me but to members of a meeting concerning equal opportunities that she would probably never again refer women applicants to NASA. Her experience with the applicants that she has referred to NASA verifies what both Mr. Oliver and Mr. Watson have stated.

I remember one case in particular where a doctor, I believe, was referred for a senior level position at NASA. When I called the woman to find out how the interview went, she told me that she had

never been so insulted in her whole life. The manager had never asked her about how she could perform the duties of the job and how she qualified. He never discussed with her, her qualifications. He noted such things as where she had gone to school, because, I believe, he brought out the fact that one of his daughters had gone to school there. He mentioned the fact that she, I think, had gone to Europe; and he started talking about that. He was talking about all kinds of extraneous, social, friendly, patronizing items; but as far as a professional interview to find out what she could do and how she felt prepared for that job, there was a complete lack of this kind of professional interview. As she said, she was totally insulted by the whole episode.

I think that probably Dr. Roman has had more than that one experience; but that is the one that I am personally familiar with, as I talked to the candidate myself after she had had the interview.

Ms. ROBINSON. Thank you.

In your statement, I have on page 11—and I think it was inadvertently deleted—there is some discussion of contact by the Patent Division of the NASA Office of General Counsel with university law schools, and a particular situation—I am sorry—in which the placement office at Howard Law School is contacted.

Could you elaborate on this for us?

Ms. DiMAGGIO. Yes. I did leave out some of my examples for brevity's sake. That refers to a situation which I felt directly applies to the insensitivity of how NASA goes about doing things concerning EEO.

I was told to contact, however, the university concerning some positions in our office of general counsel. I held off on the contact to Howard University because I was unmotivated to do so. I felt it was an insult for me as an EEO person to contact Howard University, because I felt that the selecting office itself, if it really wanted to show sincere interest, should be doing that.

I found out later in talking to Mr. Dale Parker, who was head of the division, that his office had contacted all of the area law school placement offices except Howard. I asked him why he had not contacted Howard. He said that our Headquarters' EEO officer had offered to do that for him.

What this says to me is that this minority college is good enough to have EEO people contact it but not the selecting official who is interested in recruiting.

I gave another example in my written statement concerning a woman who contacted me about a position in the law office as well, and when she found that I was from the Equal Employment Opportunity Office, she said, "Well, do they want a woman or do they want a lawyer?" And I think that brings out the point that women and minorities are getting the perception, or vibration, or whatever you want to call it that NASA is not really interested, is not really sincere. If NASA were really interested, its selecting officials would be out there doing the recruiting and selecting directly and not having the EEO office do it for them.

Mr. DRINAN. Mr. Counsel, do you have questions?

Mr. BLOMMER. One question for Mr. Garza.

I wondered, Mr. Garza, if you could comment on the apparent—or it may be apparent only to me—on the difference in perception—that NASA, among all the other people and yourself—and I mean in this regard—if in fact the managers of NASA are, as described by Mr. Oliver and Mr. Watson—all the programs described this morning for stimulating recruitment and co-op are just meaningless exercises, if they are to produce minority candidates for position who would just be discriminated against in the end—

You pointed out that you seemed to have a different view, and you pointed out some difficulties in producing the candidates from which positions could be filled. Do you see a difference between yourself and the other witnesses?

Can you explain where I might be missing the point here?

MR. GARZA. Not really. I do not see too much difference. However, I can only speak from my own experience in the implementation of the affirmative action program at my center and the impediments that we have run up against in that particular setting.

I noted that we have gone to the Civil Service Register on each one of the 20 occasions. There is a requirement in civil service regulations that we are not authorized to deviate from, at least not to the knowledge of the personnel people at Flight Research Center. This requirement is that we consider the top three available candidates. Invariably, we find the top three candidates to be nonminority, veterans or non-veterans, males, and usually a 5- or 10-point preference type person. And there are minorities on the list, but they are not within the reachable limits.

MR. BLOMMER. So, in other words—that is my question. If, as Mr. Oliver says, capable people are being turned away, whether they are at the top of the list or in the top three, from apparently motives of pure discrimination, there is no sense in having programs to produce new recruits or to produce true equal opportunity, if once the qualified candidates reach being qualified under anybody's terms, they are going to be rejected for racist motives.

So that the problem for us on the subcommittee is, if the problem is as you describe it, maybe the subcommittee can find out from the Civil Service Commission what can be done to change the register, or what can be done about veterans' programs, or how we can do something about bringing minorities up into range of being qualified.

But if it is as Mr. Oliver describes, what is the point of that? Then we are talking about incompetent people in place.

Am I describing my dilemma?

MR. GARZA. Counsel, I believe there are positions that Mr. Oliver referred to, at least one of them that I can recall, which fall into the exceptions. Now, I mentioned at least three exceptions that we have exercised at my center to bring in females and minority candidates; that is, Vietnam veterans readjustment, the cooperative education program, and there are excepted positions that I believe are not subject to merit regulations also.

Now, I am not sure about the situations that have been presented here, and I am not familiar enough with the personnel practices to comment on them. I am sure of the things that we do there at the Flight Research Center, and I can comment on those.

I really do not know the answer.

Ms. DiMAGGIO. Counsel, may I comment?

Mr. BLOMMER. Absolutely.

Ms. DiMAGGIO. I believe that the reason you have the dilemma is because the situation as you have described it does exist at both ends. It is very difficult to get women off the Commission registers at entry level for professional positions because of veterans' preference. At the same time it is also difficult to get minorities and females in at the higher levels because of the discrimination element.

So you have these things operating at both ends, so to speak.

Mr. BLOMMER. Mr. Oliver, would you comment?

Mr. OLIVER. Yes, Mr. Counsel.

I think there is a problem with perception. Of course, perception is an abstraction. You are talking about an attitude again. And it is always very interesting to me in my personnel career to observe agencies as they focus on what cannot be done. And this is usually attributed to the nature of the system.

Now, in the handbook that I submitted as exhibit 1, it goes into some rather lengthy detail about this very problem. In terms of the rule of three, for example, there are so many ways to hire people in the Federal Government other than from civil service registers.

One of the things that occurred to me as I sat here and looked at the highest level executives in NASA, I would guess that many of them are on what we call excepted appointments; that is, in the excepted service. And as such, there is no requirement that one acquire status, civil service status, through the civil service register. In other words, anyone that is in the excepted service can be hired by a Federal agency; and the agency makes the determination about that person's qualifications. You then get into interpretation of qualifications. And this, I think, is what Dr. McConnell was alluding to this morning in terms of his voluntary community activities as that meets civil service requirements.

There is a big question, however, if that same person were placed and made subject to a merit selection panel, whether or not that person would come up as being best qualified to be selected for that position.

So, excepted positions is one of the ways that you can appoint people without the need of going through a civil service register or acquiring civil service status.

Mr. BLOMMER. But obviously, not in the face of pure discrimination of the type that you have described.

Mr. OLIVER. I think that the problem really centers around the need for management officials and agencies like NASA and other Federal agencies, the one I work in included, is that people need to be selected. It is a matter of perception when managers in Federal agencies continue to say that the reason we do not have any minorities is because there are none qualified.

Now, if we start with that perception, a selection official will never select a minority. He may consider a minority, and it really is not an issue of whether that person comes from a civil service register or outside a register. That is not the issue.

Mr. Watson has explained that he has referred candidate after candidate after candidate, highly qualified candidates, and the problem is that they are not selected. What happens at agencies is—

Mr. BLOMMER. Well, how does this committee deal with that problem?

Mr. OLIVER. How does the committee deal with the problem? Well, I think the only thing that can be done at this point is to hold agencies accountable; and unfortunately, while I tend not to be authoritarian in my thrust, I tend to be realistic about this problem. And that is to say that until such time as there is a penalty in all Federal agencies for all Federal officials for not producing in the area of EEO, there will be no progress. Because in the final analysis it means selection officials saying you are the person that fills this vacancy; and all these issues about the obstructions and the barriers, while they are there, are not really relevant to the final issue.

Mr. BLOMMER. Thank you.

I do not have any further questions.

Mr. DRINAN. The chairman suggested that we terminate this at 3:15 or shortly thereafter. You people have had a long day. Counsel has another question.

Ms. ROBINSON. Just one quick question to you, Mr. Garza. In your testimony you indicated that in the Flight Research Center affirmative action plan, calendar year 1974, being submitted this week to the Civil Service Commission—I wonder if you can tell me if that plan for your Center is a part of the overall NASA affirmative action plan for the calendar year of 1974 that should have been submitted November 1, 1973?

Mr. GARZA. Ms. Robinson, the NASA agency plan, if my understanding is correct, was submitted on time. My particular center did not, simply because we used the wrong form for writing it. We submitted it on time. It was kicked back, and we had to rewrite the whole thing on a different form.

Ms. ROBINSON. I see. Well, we have information from previous Senate hearings that, indeed, NASA's affirmative action plan was not submitted on November 1, and there is some question as to whether or not it has been submitted and approved currently.

One final question for Ms. DiMaggio. You spoke of the kinds of games that NASA is willing to play with statistics. I am wondering if you have any idea why it is NASA never speaks in terms of net effect or net gain in terms of the hire of minorities and females, and why it is they are so reluctant to quote retention figures for minorities and women?

Ms. DiMAGGIO. Counsel, I am not sure that I understood the question. I seem to have gotten two questions, one at the beginning and one at the end.

Ms. ROBINSON. Well, let me simply restate it. In these statistics that you have seen from NASA, have you ever seen an indication of the net effect of your hiring, so that you know that you, for example, have made a net gain of 10 employees? Or how is it possible to know that new hires are not simply replacements for individuals who have left NASA, possibly because of job dissatisfaction?

Ms. DiMAGGIO. Right. I am not sure that I can answer that question precisely. I do think that in the current statistics that we are required to give to Senator Proxmire's committee every 3 months, that we are showing the exact figures on a 3 months' basis.

And I recently saw the figures for January in which this kind of information is given. But I am aware that one must be very cautious in reading the statistics that are given, because I have seen the way games are played with them.

So I can say that at some times, just looking at our headquarters' affirmative action plan draft for this year—and it is still in the draft stage—some of the statistics given are presented well, and others are not. It does not seem to be consistent.

Ms. ROBINSON. Thank you very much.

Mr. DRINAN. Thank you very much.

And I would make the suggestion that we should have in the subcommittee the Proxmire statistics that they submit every 3 months.

And, counsel, I would suggest that we add those to the record. And I am certain that I and other members of the subcommittee would be most interested.

[NASA did not submit its first report to the subcommittee on HUD-Space-Science-Veterans of the Senate Committee on Appropriations until April 1974. The April 1974 report, as well as the reports for July 1974 and October 1974 are in app. 2 at p. 224.]

Mr. EDWARDS. I want to thank counsel, both counsels, and all of the witnesses here. I am sorry that the day has been long; and I am sure that we will have further hearings on this down the line.

And I thank everybody who participated in the audience. And the meeting stands adjourned.

[Whereupon, the hearing was adjourned at 3:55 p.m., subject to the call of the Chair.]

APPENDIXES

APPENDIX 1

[The following are prepared statements submitted for the record:]

STATEMENT FOR THE SUBCOMMITTEE ON CIVIL RIGHTS AND CONSTITUTIONAL RIGHTS ON NASA BY SAMUEL LYNN

As my adult years have unfolded, I recall not without pride and satisfaction the influence of my family. My parents, brothers, sisters, included in their formulae for success: integrity, a competitive spirit, and excellence in performance. These basic principles instilled in each of us the assurance that he could achieve whatever he set his mind to.

I often relied on these concepts during my 24 years as a pilot in the Air Force. The performance resulting from this security culminated in rewards of status among peers, status in the community, letters of recommendation and other incentives encouraging me to compete. When I retired from the Air Force and began the transition into a civilian environment with the Human Resources Administration, and the City University of New York I found these principles to be adequately applicable.

I came to NASA with high hope that demonstrated excellence in performance, integrity and a competitive spirit would stimulate the kinds of reactions I had received in other areas of my career. However, I have discovered as an Equal Opportunity Officer, developing a high skill level, integrity of application, pride in accomplishment command a zero priority or even a negative reaction. The emphasis has been on the undesirability of these characteristics. They have been discouraged. Efficient EEO personnel are frowned on as contaminants of the systems; they are intimidated and ostracized.

The contrast between NASA's selection of the most highly qualified scientific, engineering and technical personnel and NASA's settling for totally unqualified personnel for key slots in EEO is startling and unconceivable. Degradation of the requirements of the task, "and any old one will do" attitude, or the assertion that there is "no such thing as a qualified EEO officer" sadly reflect NASA's attitude.

When this society abandons proved skill, high proficiency, unquestioned dedication because it reacts negatively to a positive program or indeed attempts to neutralize the program because its success threatens a strangulating dictatorial position this country will cease to grow and is in dire trouble.

THE FAILURE OF EQUAL EMPLOYMENT OPPORTUNITY AT NASA

STATEMENT OF DR. JULIA GRAHAM LEAR, FEDERATION OF ORGANIZATIONS FOR PROFESSIONAL WOMEN, MARCH 20, 1974

I am Dr. Julia Graham Lear, Chairperson for the Task Force on Affirmative Action for the Federation of Organizations for Professional Women. I am a political scientist specializing in political and economic development. Currently I am Associate Editor of *Development Digest*, a quarterly journal on international development issues. I am testifying on behalf of the Federation of Organizations for Professional Women, an umbrella organization of professional groups dedicated to equal rights for women.

The Federation appreciates the opportunity to comment on the failure of equal employment opportunity (EEO) at NASA because we think our experience in gathering information on employment policies there may be helpful to the subcommittee's inquiry on the problems at NASA as they affect women.

The Federation first became aware of these problems through an article in *M.s.*, September 1973, entitled "13 Who Were Left Behind." The article alleged sys-

tematic exclusion of women from the space program despite the excellent performance of a number of women pilots on tests conducted by a NASA contractor in Albuquerque, New Mexico in 1959/60. At about the same time as the *Ms.* article appeared, NASA announced that it would begin testing flight nurses for their possible inclusion as crew members on the space shuttle. The *Ms.* allegations and the NASA announcement (which suggested that women were being considered only for traditional female roles) prompted the Federation to write NASA Administrator James Fletcher inquiring about several aspects of women's participation in the space program.

The questions that the Federation submitted to NASA were the following:

1. Are there any women presently training as pilots in the space shuttle program?
2. How many women served on the selection panels for space pilots?
3. How many women serve as doctors, researchers and supervisors in the NASA program?
4. Would NASA provide a copy of the final report on the tests at Albuquerque?

Only after five weeks and after the Ruth Bates Harris dismissal had called attention to the failure of EEO at NASA did the Federation receive a reply to its letter. Briefly, the answers to our questions indicated the following:

1. The space shuttle is being designed to "accommodate women since they are expected to be among flight crew personnel." No mention was made specifically of women as pilots.

2. No women served on selection panels.

3. As of June 30, 1973, 5.4% of professionals at NASA were women:

2.4% of the scientists and engineers were women and 24% of the professionals in the life sciences were women. These figures compare unfavorably with the data on qualified women in the sciences. For example, women held nearly 5% of the physical science doctorates awarded from 1920-1971. Women received 10.8% of the doctorates in the highly relevant sub-field of astronomy and astro-physics and 5.9% of the doctorates in the chemistry sub-field. Women held 27% of the doctorates awarded in the life sciences. (These data were taken from sources prepared by the National Academy of Sciences and the U.S. Census Bureau.)

4. The tests referred to in the *Ms.* article were apparently of no interest to NASA because it has not requested a copy of the report, even though NASA is now testing flight nurses for the shuttle program. The Federation was directed to inquire about the report at the Lovelace Foundation laboratory, Albuquerque, New Mexico, where the tests were conducted.

While the Federation was pursuing its correspondence concerning the situation at NASA, a Federation member from California told us her experience with a NASA installation. It's a story which puts the statistics in human terms. The Federation member reported that when she held a post-doctoral fellowship at NASA's Ames Research Center, it was the practice of the Center to inform all fellowship holders that their projects would last only two years. At the end of the two years the women would leave, but the men who wished to stay or would be hired by local colleges. They would then continue to work at Ames with NASA covering the costs to the colleges.

We believe the statistics of women's employment at NASA today suggest that this disparate treatment has continued. While we see a few signs that NASA recognizes that it has problems (i.e. it is now recruiting for the Federal Women's Program Coordinator slot which had been empty for months, and the Ames Center has established a women's advisory council), we have not seen signs that NASA is developing the means of reaching out to encourage women to apply at NASA. For example, neither the Association of Women in Science nor the Office of Opportunites in Science of the American Association for the Advancement of Science has been contacted for information on woman-power available in the sciences. While the Federation and the Association of Women in Science met with Dr. Dudley McConnell to discuss the EEO program at NASA, it was not a meeting which focused on how the professional resources of those groups could be used to assist recruitment of women at the various NASA centers or to educate NASA managers on the availability of women in the sciences.

As a part of the subcommittee's investigation into NASA's EEO performance, the Federation would also draw the attention of the subcommittee to the role the U.S. Civil Service Commission has played in monitoring the EEO program at NASA. It is our impression that the Civil Service Commission has not been diligent in exercising its oversight function.

The Federation requested a copy of NASA's affirmative action plan from the Commission in October, 1973. Only after five weeks did we receive a reply to our letter and a copy of the 1973 plan. One of the most striking features of the plan was that although NASA managers were assigned responsibility for the EEO program, no procedures were spelled out either indicating how the responsibility was to be carried out or how the managers were to be held accountable for their performance in this area. When an agency such as NASA has so clearly failed to include women and minorities in its programs, the Civil Service Commission should not tolerate such vagueness.

If the Civil Service Commission appears unwilling or incapable of taking effective, energetic action to improve the situation, the Federation would commend to the subcommittee's attention the words of the U.S. Commission on Civil Rights in *The Federal Civil Rights Enforcement Effort—A Reassessment* (January 1973).

CSC now clearly has the power to structure and monitor agency programs and is developing the tools . . . for doing so. Results, in terms of increased minority employment in professional and policy-making positions, should be noticeable in the next year. If such proves not to be the case, a review of the reasons should be given to removing the Federal equal employment opportunity program from the Civil Service Commission and placing that responsibility in an independent agency such as EEOC.

AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES,
LOCAL 2284, LYNDON B. JOHNSON SPACE CENTER,
Houston, Tex., March 20, 1974.

Congressman DON EDWARDS,
Chairman, Subcommittee on Civil Rights and Constitutional Rights, Committee on the Judiciary, U.S. House of Representatives, Washington, D.C.

DEAR MR. CHAIRMAN: Local 2284, American Federation of Government Employees, AFL-CIO is the exclusive labor representative for Professional, Non-Professional and most Wage Grade civil service employees of the Johnson Space Center, National Aeronautics and Space Administration, Houston, Texas.

We respectfully request that this statement, submitted to your committee on behalf of the employees we represent, be placed in the record of the recent hearings held concerning Equal Employment Opportunity in NASA.

The United States Civil Service Commission Federal Personnel Manual establishes a procedure by which a labor organization may file a third-party allegation of discrimination.

The following allegation was filed by Local 2284 on March 7, 1974: "In accordance with the provision of Section 713.251 of the Civil Service Commission's regulations third-party allegations of discrimination are hereby made against the following: Dr. James C. Fletcher, Administrator, NASA; Dr. Dudley McConnell, Assistant Administrator for Equal Employment Opportunity; Dr. Christopher C. Kraft, Jr., Director, Johnson Space Center; Mr. Philip H. Whitbeck, Director, Administration and Program Support, Johnson Space Center; Mr. Joseph D. Atkinson, Equal Employment Opportunity Officer, Johnson Space Center.

The aforementioned officers, supervisors, employees and/or agents for the National Aeronautics and Space Administration, individually and/or in concert, have interfered with, frustrated, impeded, delayed and ignored the presenting and processing of employment discrimination complaints because of race, national origin, religion, and/or sex; have engaged in acts of restraint, coercion and reprisal against employees of the Agency who have sought counseling or who have presented or sought to present, processed or sought to process complaints of discrimination in employment for the aforementioned reasons; have engaged in acts of reprisal, coercion and restraint against representatives of and witnesses for employees who have presented complaints of discrimination; and have delayed, impeded, subverted and/or disapproved the design, preparation, and implementation of any and all programs intended to foster or improve equal employment opportunity for all employees of the Johnson Space Center.

The charges contained in that allegation are true and fully supportable.

The number of complaints of discrimination of the Johnson Space Center filed by civil service employees has reached an all-time high. NASA has never, to our knowledge, made an offer of informal settlement on any discrimination complaint filed at the Johnson Space Center. Instead, NASA has continually delayed and procrastinated in the processing of complaints. It should be noted that the regulations issued by the U.S. Civil Service Commission tend to favor the agency in

that firm time limits are imposed on the complainant but time limits imposed on the agency are non-existent.

The third-party complaint procedure does not specify a time limit on the agency to respond to the complaint but when the agency does respond (which may be never) the third-party has thirty-days to file the complaint with the U.S. Civil Service Commission if the Agency's answer is not satisfactory.

In relation to individual complaint of discrimination, the U.S. Civil Service Commission regulations impose time limits on the complainant when it is the complainant's turn to act but the agency is controlled by the vague time limit "as expeditiously as possible." In actual practice, the agency often delays proceedings to the next step for several months or until the complainant demands that the agency move on to the next step.

We also wish to point out that the U.S. Civil Service Commission is not assuring that the complaints are being processed in a timely manner. The agency is required to report on a monthly basis to the Commission, the status of each complaint. The Commission is allowing NASA/JSC to delay and procrastinate.

In addition, there has been at least one case where the Commission itself has directly attempted to interfere with the processing of a complaint to the detriment of the employee/complainant. The Commission stopped their interference only after a formal protest was submitted to Chairman Hampton by the attorney for the employee/complainant.

The EEO officer at Johnson Space Center does not report directly to the Center Director. He reports to the Director of Administration and Program Support (A&PS). The Director of the A&PS is considered to be thwarting the attempts of the EEO officer. For example, the Federal Women's Program established in 1968 by the Commission is yet to be implemented at this center. The program for this center was written over six months ago and is still awaiting approval by the Director of A&PS.

This Union, the U.S. Civil Service Commission and NASA Headquarters have all recommended that the EEO officer report directly to the Center Director. Yet, the Center Director refuses to place that level of importance on the EEO program.

Within the past six months, three employee discrimination suits have been filed in Federal Court against NASA Johnson Space Center.

In summation we are shocked that this agency would engage in so many acts of retaliation against those who file discrimination complaints, against their witnesses and representatives. It is equally disturbing that the U.S. Civil Service Commission has failed to enforce the equal employment opportunity laws and regulations at this center, has failed to enforce the right of employees to expeditious processing of discrimination complaints and has itself engaged in acts designed to impede and nullify employee complaints.

We hope that the efforts of your Committee will bring about a total change in attitude by the Civil Service Commission and NASA, and will cause the Commission to vigorously enforce the equal employment laws and regulations of federal employees.

Sincerely,

CURTIS E. VETTER, *President.*

STATEMENT OF THE LEAGUE OF ASSOCIATED WOMEN

(By Isabel Welsh Pritchard)

The League of Associated Women (LAW) is an employee organization representing women in academic and non-academic positions employed by the University of California, Berkeley. For three years LAW has been involved in a continuing struggle to achieve equal opportunity of employment for women at the University. The University is a major federal contractor, and federal statutes and regulations guarantee that such contractors must act to assure equal employment opportunity to women and minorities. Three years ago, the administrative process held out a theoretical possibility for justice. Today, LAW and all other affected groups which have dealt with the University and the administrative agencies realize that this was a vain hope. LAW is pleased to have the opportunity to set forth, very briefly, a summary of the failure of enforcement of Executive Order 11246 at the University. Perhaps, in conjunction with other information concerning the compliance agencies, the contacting agencies, and the contractors, specific problems can be identified and solutions proposed

which will make the Executive Order a meaningful vehicle for achieving non-discrimination in employment.

A few events set an adequate framework for discussion: In April 1971 a complaint against the University charging sex discrimination in employment was filed by LAW with HEW. When almost a year had passed without any significant action by HEW, LAW filed suit in federal court seeking another avenue of redress of grievances. The federal court postponed action on the suit to afford HEW a full opportunity to investigate and compose a Letter of Findings. The Letter of Findings was finally delivered to the University on November 27, 1972, nearly six months behind the timetable HEW officials had represented to the court.

The HEW Letter of Findings found the University out of compliance with Executive Order 11246 and substantiated every major contention of LAW's complaint. From November 1972 through November 1973, repeated meetings, negotiations and exchanges of documents occurred between HEW and the University. Throughout the process HEW treated the University with extreme care, explaining and re-explaining the requirements of federal law. No affirmative action program complying with federal law was produced.

Finally, on November 16, 1973, HEW seemed to have reached the end of its patience. In a letter sent on that date to the Chancellor of the University, HEW found the University's proposed affirmative action program unacceptable and set out in detail six major areas in which the program was deficient. The Director, Office for Civil Rights, HEW concluded, "Unless the University submits an acceptable Affirmative Action Program within thirty days, I will have no alternative but to conclude that UCB is unable to comply with its obligations as a federal contractor." The award of some federal contracts was delayed in the meantime.

In thirty days, another Affirmative Action Program was submitted to HEW. This document met not a single one of the deficiencies which HEW had set forth a month earlier. Under the Executive Order and the detailed federal regulations enforcing it, 41 CFR §§ 60-2.1 *et seq.* and under its own written guidelines, HEW at this point had no legal choice but to issue a show cause notice to the University. The enforcement proceedings which can lead to cancellation of federal contracts and debarment from future contracts should have been initiated in January 1974.

No such proceedings were initiated. Instead, HEW and the University negotiated a conciliation agreement which gives the University until September 1974 to produce another program for HEW to review. The importance of the September 1974 date should not be overlooked. The University is not *now* in compliance with the Executive Order; the administrative agency charged with bringing about compliance has, bizarrely, decided that six months is the time the University still needs to develop an affirmative action plan. The only difficulty with HEW's decision is that it directly contradicts federal law.

LAW finds itself in a peculiarly isolated position. It is not dealt with directly by HEW, by the Office of Federal Contract Compliance, Department of Labor, nor by any of the contracting agencies, including NASA. Yet the behavior of all these entities directly affects, positively or negatively, the rights which LAW is seeking to vindicate. All of the information available to LAW indicates that each of the agencies listed above has behaved in a manner deliberately calculated to thwart achievement of equal employment opportunity. HEW, as shown above, has not acted in accord with federal regulations. The Department of Labor has approved HEW's action. As Secretary Weinberger said in his March 1, 1974, press release, speaking of the conciliation agreement with Berkeley, "Secretary Brennan's help was instrumental in achieving this fine result."

From the California vantage point, the behavior of NASA has been just as damaging. Although NASA claimed it was taking a neutral role in the controversy,¹ it is very apparent that what NASA desired, and what it achieved, was the stamp of approval for the University's compliance status, regardless of the facts. A rapid resolution of the problem so that contracts could go to the University was NASA's prime consideration. Unfortunately, rather than urging the University to comply in good faith with federal law, NASA saw its role as prodding HEW and the Department of Labor² to resolve their differences—but only in the direction of allowing the new contracts to be awarded. Indeed, it seems very likely that NASA assured administrators at the Space Science Laboratory of the University that the matter would be resolved favorably so that the

¹ "We're trying to stay out of the middle of this," George Vecchiotti, NASA deputy administrator for procurement, is quoted in the Los Angeles Times, March 1, 1974.

² Los Angeles Times, March 1, 1974.

Laboratory began some elements of the federal work prior to any official action on the compliance matter. For a contracting agency to assume such a role would be injurious in the best of circumstances. In the case of the University, which has long evidenced its determination to avoid compliance with federal law, NASA's intervention was disastrous.

The University's efforts have been approved by two federal compliance agencies. NASA's millions of dollars are flowing to the Space Science Laboratory, but those whom the Executive Order was meant to protect have seen no progress toward equality. The fault can only be with the protectors. Only when the contracting agencies and the compliance agencies make affirmative action a high priority will administrative enforcement gain any credibility. Until then, the Executive Order will be treated as an obstacle to the release of federal funds and will continue to be avoided as it has been in this instance. Perhaps these hearings will mark the beginning of a change.

STATEMENT OF RUTH BATES HARRIS

Thank you for this opportunity to share with you our concerns regarding the status of Equal Opportunity in NASA.

As you are already aware, NASA has demonstrated to the world that it has limitless imagination, vision, capability, courage and faith, limitless persistence and infinite space potential. Technological programs, stimulated by progress in space are contributing to advances in medicine, transportation, electronics, manufacturing, safety and nearly every human activity.

Yet, while America continues to advance in extra-terrestrial exploration, other priorities compete for public support; resolutions to such persistent problems as the energy crisis, the erosion of confidence in Government, poverty, discrimination, rising cost of living, illness and disease, crime, concerns of the aging, narcotics and dangerous drugs, inadequate housing for low and middle income groups, uncertainties in the national economy, crises in international relations, variations in America's image abroad.

The last concern, variations in America's image abroad, will be determined to a large degree by the way America treats its minorities and women at home.

Our nation cannot afford the luxury of allowing a government agency to discriminate against any segment of its public. Nor can it allow the extravagance of the twin evils of racism and sexism to shackle us all. Certainly an agency that needs the support of the world—representing a diverse population of over one-half females and two-thirds who are of darker races—has a moral obligation to assure that such historically excluded groups as women, blacks, native Americans, Spanish speaking and Asians are represented in all facets and levels of its programs.

It was these kinds of concerns that prompted three senior EEO staff members in a private meeting on September 21, 1973 to present a factual report to the Administrator of NASA. It has been voluntarily prepared at our own time and expense. As we walked him through the report—without anger or ultimatums—we tried to help him to empathize with staff's months and even years of agony and disillusionment over broken promises and shattered hopes.

Our report to the Administration was meant to help him understand the "history of past failure of NASA's Equal Opportunity program, and to appreciate our specific recommendations which we considered a blueprint for the highly successful program which (NASA) could and should have".

As senior staff members, we sought no special employment considerations for ourselves.

The report stated: "Equal opportunity in NASA is a near-total failure. The representation of minorities in NASA is the lowest of all agencies in the Federal Government. Women are clustered in and largely restricted to clerical jobs.

The following is a history of minority percentages of total employment in NASA:

	<i>Percent</i>
1966 -----	4.1
1967 -----	4.1
1969 -----	4.6
1970 -----	4.5
1971 -----	4.6
1972 (November) -----	5.2
1973 (June) -----	5.19

Compared to NASA's 5.19%, the Federal Government is now 20%. At the present rate of increase, NASA would reach only 9% minority population by the year 2001!"

It must be pointed out that the term "minority" is not restricted to black employees but, according to Civil Service Commission Guidelines, it includes (Blacks, Spanish-surnamed or Spanish speaking), Native Americans and Orientals. While all of these groups are under-represented in NASA, the problems of Blacks and Spanish speaking are horrifying.

87.8% of females in NASA were in grades 1-9 as of December 31, 1972. 15.8% of males were in such grades.

70% of NASA employees were in grades 10 and above as of June 30, 1973 while 29% of Black NASA employees were in such grades.

The average grade of minorities hired in FY 1972 was 3.8.

The average grade of all hires in FY 1972 was 5.9. NASA's requirement to lower the grade level is being accomplished at the expense of minorities and females.

37% of minority hires in FY 1972 was at grade 2 (13 out of 35).

The average minority grade in February 1973 was 8.9. The average grade of all employees was 11.0. The average grade of female employees was 6.1.

In FY 1972, three centers had no minority hires: Langley Research Center (10 total); Kennedy Space Center (24 total); and Johnson Space Center (22 total).

Just as the reasons for this condition are not hard to identify, the solutions are also readily apparent. Public and private organizations, which found themselves in non-compliance with the laws requiring equal employment opportunity, long ago discovered that the way out is a program consisting of a firm commitment of top management, establishment of a highly competent equal opportunity organization, providing it adequate resources and unqualified backing, and requiring management at all levels to produce results.

During the sixties and early seventies, thousands of agencies and private organizations have by these means achieved a degree of improvement. Presently, the Federal government averages four times the minority representation of NASA. Even the NASA contractors, using similar types of manpower skills, have reached a position of minority utilization three times the level of NASA, their customer.

NASA has failed to progress because it has never made equal opportunity a priority. Appropriate statements have been issued, but when the commitment is tested, it is found lacking. A sound equal opportunity staff was permitted to be formed, but it has been continuously kept short of resources and under the control of insensitive middle management. Field installations have been required to establish equal opportunity offices, but in cases where they proposed to appoint unqualified, uncommitted persons to staff these programs, the objections of the headquarters Equal Opportunity staff were overruled.

As we similarly stated before a Senate Appropriations Subcommittee, our comments are not intended as instruments of malice or vindictiveness. Instead, we seek support in pricking the conscience of the Agency to help it achieve the kind of Equal Opportunity program that would be compatible with its genius in space exploration.

Testimony has been presented by NASA in previous hearings indicating that the agency is on the way to recovery from its past civil rights failures. Certainly all of us would like to believe this. The obligation of a Federal agency to end job discrimination is a vital one.

But if the claims of progress are not true, if the practices which excluded women and minorities from participation in this country's space program are still in effect, then this committee, like the Senate Committees holding similar hearings recently, has an important role to play in ending institutional racism and sexism in NASA, before the remaining public support of our space program is further diminished.

The statements received by your committee from numerous human rights organizations and individuals, representing the serious concerns of Spanish Americans, Blacks, women and other citizens, should be recognized as a reminder that in 1974, a Federal agency which continues to restrict its job higher level opportunities to white Anglo males, will soon destroy the public support it must have to survive.

NASA claims professional minorities and women cannot be found, but an examination of the record would show that qualified minorities and females are

often rejected when they apply for jobs. In Exhibit 5 of our report to the Senate Committee on Aeronautics and Space Science, copy of which we have submitted for record, you will find a chart that gives just a few examples of the kinds of people who have applied to NASA and the kinds of people who have been rejected. They happen to be minority and/or female.

Among them are the following:

A Bachelor of Arts Degree and Master's Degree recipient in Personnel Administration, having counseled in the Job Corps and worked closely with young people.

Another, a B.S. Degree in Physics.

Another, a Master of Business Administration Degree recipient who was a commercial pilot with instructor's rating in instrument and aircraft flying. Wide experience including Aeronautical Systems and Air Force Systems. The applicant also was a 332nd Fighter Pilot.

Another, a pilot and Communications Air Controller with training in mechanical engineering. Experience included traffic specialist, EEO officer, a compliance specialist as well as other diversified experience.

Another, a degree recipient in International Relationships and International Law.

Another, a degree recipient in Computer Science.

Another, a former personnel staffing specialist and presently director of personnel for a large city police department.

Another, a Master's Degree recipient in Public Administration, magna cum laude author with considerable experience.

After having heard that qualified minority and female applicants were unavailable, we were surprised to receive a note from Personnel accompanying the return of resumes of such highly qualified applicants that "they are too powerful for (NASA's) needs". Some applicants were scientific and technical, some were in personnel, law, public affairs and other fields.

NASA ranks as low as 22 out of some 26 agencies as far as its female participation as attorneys. Its record of hiring minorities as attorneys seems worse.

These persons and others with outstanding skills have been rejected by NASA time after time. The Personnel Office, considered the official doorkeeper to equal opportunity, virtually has no minorities in key personnel management responsibility positions. There are many other offices in NASA with a similar picture.

In hiring and promoting non-technical professionals, NASA does no better in hiring females and minorities than it does in technical jobs. NASA has overly emphasized the engineering job category, implying that this is the only area that will measurably increase the rate of participation of females and minorities in NASA. As we look at the job categories which have not been identified as hard to recruit, we find the percentage of participation about the same as that for engineering and science, or worse.

In other words, in the non-scientific and technical category, there are 53 percent jobs available. NASA has 3.6 percent minority participation in the scientific and engineering category. It has 3.7 percent participation in the professional administration position categories—virtually about the same.

Regarding goals and timetables at the time of NASA's 1/24/74 report to the Senate Committee on Aeronautics and Space Science, some major centers still appeared to be refusing them. Several months ago, about November 1972, members of the EEO staff presented to the Equal Opportunity Council what was thought to be a broad, meaningful goal and timetable proposal for the rest of the decade. Goals for one year were accepted by the Council and rejected by management.

Goals and timetables must not only be tangible at such entry level jobs as Grades 1-4; they must also be tangible to middle and upper grade levels and the various job categories and especially in problem areas. As late as January 24, 1974, we have seen nothing to indicate NASA's willingness to adopt such goals; meanwhile, more time is wasted.

NASA claims its upward mobility program is a success, but investigation would reveal no one has yet completed the program. The first persons—only seven—were appointed in December and NASA's claim of success at the 1/24/74 hearing suggests deception of the Committee.

NASA claims its Co-op program has been a key source of technical talent, but closer examination may show a small percentage of NASA co-ops complete the program, perhaps only five to six percent became NASA employees, and a rather significantly important point, the number of co-ops becoming NASA employees include very few minorities or women.

Comments were made before the Senate Committee on Aeronautics and Space Science that about 160 positions have been set aside to be filled by minorities and women or if not "they will not be filled". We would like to comment about that, particularly on the statement of one NASA spokesman.

We believe it is significant that we reflect on that statement. It makes us feel that a basic problem is involved, a lack of understanding of what equal employment opportunity really means. The spokesman indicated that one of the goals of the new EEO program for 1974 was to fill 80 professional positions with minority employees and 80 with women. This, to us, is an amazing statement. If these 160 positions are actual career professional positions, it is reasonable to assume that an agency which considers itself "running a tight ship" could afford to let a rather unsubstantial number of professional positions go unfilled and to set them aside for an indefinite period. Or are these 160 positions something else?

In other words, if they are among those to be abolished sometime in the future, it would certainly be a cruel hoax to recruit minorities and women for the sake of the record and then separate them after a short period of employment through reduction in force.

And even worse, if these positions are to be essentially "made" positions to pacify minorities and women, then it is not only insulting to these groups, but it is a fraud on the American taxpayer.

We question, too, the concern of overlap. The question arises, how many in NASA are using the double categories—that is, minority and female category?

Also, we would like to comment on another statement of a NASA spokesman on January 24. He said there was a \$1,200 yearly pay differential for engineers between NASA and the private sector. While we have no specific information at this time, we certainly would question this statement, as we feel it somewhat interesting in view of the existing Federal Comparability Pay Act and its special provisions for higher pay in the rather difficult recruiting situation. Moreover, the government offers advantages such as leave, retirement plans, health benefits, and so on. Assuming, however, that such a pay problem does exist, it would seem to us that such a situation should actually operate to favor the acceptance of employment if offered to minorities and women. Traditionally, it is these two groups who have unfortunately, over the years, had to accept lesser pay for the same job in order to be employed.

A FEW SELECTED APPLICANTS FOR EMPLOYMENT IN NASA

Education	Experience
#1 B.A.; M.A. (Personnel Adm.)-----	Job Corps counselling; work with young people.
#2 B.S. Physics; MBA Commercial Pilot with instructor's rating in instruments and aircraft flying	Aeronautical Systems Div., Air Force Systems Command, Wright-Patterson Air Force Base, Ohio Plant Rep., Air Force Systems Command, Boeing.
#3 Pilot, Communications Air Controller Mech. Eng'g.	Mgr., Management Control Center, SST Program Chief, Space Systems Div.; Chief X-20 (Dyna-Soar) Contract Mgt. Office AFPR, Boeing. 332nd Fighter Group as Pilot through ranks to Group Operations Officer. SM-62 Weapon Systems Program (SNARK).
US Aircraft Control & Warning School	Colonel, Air Force Ret. Traffic Specialist.
Control School for Staff Officers----	EEO Officer.
Contract Compliance Procedures and Practices	Compliance Specialist.
Adm., Personnel Mgt. Supv.-----	Team Chief, Air Operations Control.
Air Operations Specialist, USAF '49	Chief, Operations Branch, Boston Air Defense Div., SAGE Direction Ctr. Rgnl. Staff, Air Control Officer, Japan.
	Chief Control Officer, NORAD Air Div.
	490 hours 4-engine time; 490 hours, single engine time; 4100 flying hours plus

A FEW SELECTED APPLICANTS FOR EMPLOYMENT IN NASA—Continued

<i>Education</i>		<i>Experience</i>
#4	BSFC Int. Relations; Int. Law-----	18 yrs. Air Traffic Control USAF, FAA.
#5	Computer Science—B.S.-----	AST, DATA Analyst.
#6	BS -----	Personnel Staff'g and Employee Rel. Spec.
7	Information System Mgt----- Telecommunications Operations. Cryptographic Acct's Mgt.	FEES GS 5 94.0 rating.
8	BS: M. Economics----- Mgt. Techniques for Supvrs. IBM Educ. Center, Data Processing Methods.	Dir., Aims and Objectives, Area Manpower Inst. for Devel. of Staff, Wash. Tech. Inst. Spec. Asst. to Dir. Office of Tr'g. and Employment Opportunities. Chief, Div. of Special Programs, Bur. of Work Tr'g. Programs, U.S. Dept. of Labor Chief, Div. Program and Budget Pl'g., U.S. Dept. of Labor.
9	BS: MPA Adm./Computer Systems--	Microbiologist.
10	Urban Studies, Public Adm.-----	Asst. Chief, Resource & Devel. Branch, OEO.
11	BS, M ED, Pub. Adm. Magna Cum Laude, Alpha Kappa Mu Honors Minority Group Dynamics Adm Mgt Seminar Adverse Actions; Personnel Psych.; College Recruiting; Staffing Placement.	Personnel Specialist. Chief, Personnel Mgt. Develop. Branch. Employees Develop. Spec.
12	BA, MA Educ., Lit., Theology-----	Editor, Free-lance Jrnlst.
13	BA, Personnel-----	Contract Compl. Officers; EEO Officer.
14	BS, Physics, Math; Grad. Study, Eng'g; Physics.	Aerospace Engr. General Physical Scientist; Electronics, Engr. Anal. & Develop. of Electronic systems; Design analysis and developmt of communication, telemetry and command attitude/orbital control, thermal contrl.
15	AB, Eng., Jrnlsm-----	Writer, Editor, Public Affairs.
16	College -----	Asst. Personnel Officer; Chief Manpwr. Resources and Develpt; Chief Manpwr. Resources, Chief, Ind. Relations.
17	BA, Economics-----	Buyer, Purchasing Dept. Personnel Specialist (EEO Policy Monitor) Ind. Rel. Dept. Sub-Contract Admr.
18	Ind. Relations-----	Asst. to Civil Serv. Commission Area Mgr. Wash. Office Bur. of Recruiting and Examining. Supervisory Personnel Staffing Spec. CSS; Exec. Officer-Asst., CSC. Supervision of examining office Chiefs and Supporting unit supervisors in conduct of examining program.
19	BA, Psychology-----	Claims Examiner.
20	BS, JD-----	Employee Development Specialist. Law; Economics (Banking, Int.). Fin. Anal.; Ins. Officer. Legal Research.

A FEW SELECTED APPLICANTS FOR EMPLOYMENT IN NASA—Continued

	<i>Education</i>	<i>Experience</i>
21	BS Top ¼ of class-----	Empl. Supvr. Office of Personnel Adm.; Recruiting, Comm. Relations; supervising three placement specialists.
22	College -----	Editor, writer for TV station; Public Rel., specist, Small Bus. Adm.; Peace Corps volunteer.
23	BS, MA-----	Job Corps Trainer; Consultant-Counsellor.
24	BS, MS, Ed.D.-----	Asst. Dir., Testing Bureau.
25	BS, MS Ind. Mgt.-----	Air Force Ret. Colonel, Dist. Flying Cross; Oak Leaf Cluster. Comptroller, 14 Aerospace Force. Dir., Ops, Air Force Advisory GP. Chief, Mgt. Information Div., HQ. USAF. Dept. Chief of Staff Ops., Ankara, Turkey. Sqdrn. Cdr., 25th Fighter Intereceptor Sqdrn, Suwon, Korea.
26	BA, Bus. Adm.-----	Assoc. Dir., Adm for Training Corp.
27	AB, Ph D.-----	Dir., International Programs.
28	BS -----	Employee Develpt; Mgt. Analysis; Records & Report Develpt & Mgt Program Develpt & Anal.
29	BS, MA-----	Educ. Spec. in Mgt & Staff Tr'g.
30	College-----	Digital Computer Programmer.
31	AB, Physics (Electronics)-----	GS 13 General Engineer-Supv 2-4 engrs. Engineer'g Consltn (Systems). Senior Systems Engr. Electronics Consultant.
32	College-----	1 Patent; 4 in process. Personnel Chief, Police Department.

TESTIMONY OF JOSEPH M. HOGAN

I am Joseph M. Hogan, an employee of the National Aeronautics and Space Administration, and until last October, the director of NASA's program for ensuring that our contractors are providing equal employment opportunities to minorities and women.

Five months ago, on October 11, 1973, the Administrator of NASA followed the advice of some of his senior managers and dismantled the agency's civil rights office by firing, transferring, and in another case imposing limitations on, his most experienced civil rights officials. To understand this event it is necessary to briefly sketch the following background.

During the first ten years of NASA's existence, the total attention of the agency was focused on meeting the direct challenge of spaceflight, to the exclusion of such other crucial priorities as providing employment opportunity on a non-discriminatory basis. The result of this inattention to fair employment practices was that NASA had a lower percent of minority employees than any other Federal agency, and no program to alleviate that condition. Further NASA's contractors had not been required to open their doors to minority workers.

Shortly after the goal of manned lunar landing was achieved in July 1969, NASA was pressed by the U.S. Department of Labor to assure an active role in assuring that its contractors were providing equal employment opportunities. In March 1970, the details of such an assignment were worked out and the agency directed me to plan a program. My earliest response set forth as the primary considerations, favorable organizational placement and proper staffing.

The organizational plan was approved on April 29, 1970, by the Assistant Administrator and submitted to his superior for final approval. This is where the first obstructions were encountered. The plan called for 24 compliance officers located at the NASA field centers and a headquarters staff of six. Most impor-

tantly, it proposed that the new organization be part of headquarters so that such essential matters as selection of compliance personnel would be done centrally by persons committed to the success of the new contract compliance program. The projected program workload study which showed the need for the number of positions requested, and the rationale for it being a centralized (headquarters operated) program were fully explained to management.

Without challenging the workload assessment or the justification for centralized controls, three crucial changes were made by management. The number of compliance specialists was arbitrarily cut by 25%. The rank of the senior specialist position at each installation was also reduced. But an even more serious handicap was built in; control of the field elements was to be turned over to each NASA installation for selection of personnel and direct management of the function.

These decisions established a pattern which has not changed to this date. NASA civil rights staffing has been kept well below the level needed to be effective. Repeated attempts by Ms. Harris, Mr. Lynn and myself to establish an adequate staff have been refused.

A second failure trait was built into the program by these decisions. The delegation of control of NASA's first real civil rights program to ten autonomous field centers was the first demonstration that hard decisions favoring civil rights would not be taken. It was well known by NASA's top management that these centers had accomplished nothing in equal employment opportunity over the years, and that EEO was regarded as a nuisance, not a major obligation of every federal agency. The performance of the centers in the past three years has been a consistent refusal to enforce the law. As recently as September 1973, the director of a major NASA center repeated in my presence, his continuing refusal to follow the enforcement procedures required when a contractor fails to meet its civil rights obligations. This statement, made to two Department of Labor officials who were reviewing the center's contract compliance program, caused them to report their conclusion that NASA headquarters should operate the NASA compliance program centrally to avoid this kind of center management interference.

The third planned handicap imposed by top NASA management was the practice of appointing as the headquarters official in control of agency EEO, three successive individuals who were without any significant experience in civil rights, and who would not advocate the kinds of change the agency needed to achieve progress. The report submitted for the record details this problem, especially with regard to the present Assistant Administrator for Equal Opportunity Programs.

Without further detailing program problems, the conditions I have described put the NASA headquarters staff in an impossible position. In short, we were attempting to manage a program the agency would not support. The report we presented to the Administrator in September was only the last of a long series of appeals for management support. This time, however, it was an appeal to the highest level of agency authority. We prepared it in hopes that if he understood the full story, he would take the necessary actions to enable NASA to meet its obligations toward equal opportunity.

The Administrator's decision to fire Ms. Harris and summarily transfer me out of the civil rights field remain unexplained. No reasons have been offered for my transfer. The incredible assertion by the Administrator that Ms. Harris had been "divisive" could not be further from the truth. From my two years of daily work with her, I can testify that she tended always to bring the staff together for an effective effort. I can only conclude that the Administrator fired Ms. Harris and transferred me because he was unwilling to make the changes necessary to have an effective program.

As a lawyer, I have a special concern for this event because it shows that NASA is unwilling to enforce the law guaranteeing equal employment opportunity. The calculated way in which the program was structured to provide an appearance of compliance while real progress was thwarted, showed a contempt for the law. Equal Employment Opportunity Programs are intended to bring justice to persons who have suffered discrimination. To frustrate these programs is an obstruction of justice.

I hope that this committee can find a way to influence NASA to meet its civil rights obligations.

STATEMENT OF WILLIE D. GAITHER

The Subcommittee has requested a statement from me which discusses my experience in NASA as an employee in the Equal Opportunity Programs Office.

Prior to accepting a position at NASA, I was employed by the Equal Employment Opportunity Commission. In March 1973, Ms. Ruth Bates Harris selected me for the position of Complaints Coordinator for NASA. I reported for duty on April 8, 1973. At the time I accepted the Complaints Coordinator position, I was also being considered for the position of Equal Opportunity Officer for NASA Headquarters. The position is still occupied by an "acting" officer. The interview I had for the Equal Opportunity Officer position alerted me to expect a lack of human relations sensitivity by certain NASA management officials. (However, I did not realize at the time that these officials would be in positions of authority over Equal Employment Opportunity Officers.)

I was interviewed by the Director of Headquarters Administration, and I distinctly remember two questions being asked: What is your position on bussing and do you date Black girls?

Ms. Harris had advised me during the time I was being recruited that the organizational location of the Equal Opportunity Office would soon be changed. The change occurred approximately one week after I entered on duty: Dr. McConnell was appointed Director of the office, Ms. Harris was named the deputy and the office was to report to the Administrator.

In the beginning, Ms. Harris and the staff seemed pleased with the upgrading of the office. However, this attitude began to change when the style and approach to Equal Employment Opportunity by Dr. McConnell appeared to be substantially different from the actions and philosophy of Ms. Harris and some other members of the staff.

Two brief examples are illustrative: (1) Dr. McConnell's statement in a staff meeting that in effect meant NASA was not necessarily bound by Civil Rights Laws. (2) Dr. McConnell's lack of understanding and refusal to communicate to the Deputy Administrator the staff's position on a proposal to require that vacancies in Headquarters be occupied by field employees (if qualified) and vice versa. The staff pointed out that the proposal had the effect of recruiting from an all white male source. After the long and heated discussion, I attempted to gather information relating to discriminatory recruiting so that Dr. McConnell might better understand the staff's position. I remember Mrs. Diane Graham, Contract Compliance Specialist, saying to me that one shouldn't have to train one's Director of Equal Opportunity.

Eventually, Dr. McConnell did accept our position and a rider was placed on the policy which said, in effect, that the policy was not to be used as an excuse for not engaging in affirmative action hiring. The rider occurred at least a month after the staff meeting, but Dr. McConnell never communicated his change of position to the staff.

In summary, Ms. Harris seemed to represent an aggressive, grassroots approach to Equal Employment Opportunity and Dr. McConnell seems to represent a management oriented approach.

Generally, I have been allowed a free hand in my primary duties relating to complaint processing. My personal frustrations have occurred in two areas and one particular incident: (1) not being allowed to travel to the field centers and thereby developing a rapport with counselors and equal employment opportunity personnel which would have lead to the development of training programs; and (2) not being able to use the "authority" of the Equal Opportunity Program Office in settling complaints before they are submitted for investigation. I understand the danger of the same office which renders the final decision on a complaint becoming substantively involved in the complaint before the decision; however, I believe the possible "good" of the approach outweighs the "bad." Discussions on accomplishing the two items above were held at various times, but action was not approved.

The frustrating incident occurred on December 7 and 10, 1973. Dr. McConnell appears to have initiated an investigation by the NASA Inspections Office to find out who was giving names of complainants to NAACP Legal Defense Fund personnel. Dr. McConnell was very upset. I explained that a breach of the regulatory confidentiality did not occur unless complainant had invoked the confidentiality.

On December 10, 1973 I was informed by Ms. Jo Marie DiMaggio (Headquarters Federal Women's Program Coordinator) that she had been told by a

NASA Inspector that she and others (Dr. Alvin Anderson, Equal Employment Opportunity Officer at Langley Research Center; Mr. Joseph D. Atkinson, Equal Employment Opportunity Officer at Johnson Space Center and I) were to be investigated. Later in the morning, Dr. McConnell called me and said, in effect, that the whole incident had been blown out of proportion (Ms. DiMaggio had indicated she was being verbally abused by her supervisor) and the investigation was aborted. Approximately one week later I was told by a reporter from Jack Anderson's office that Dr. McConnell told her I was the one who had suggested the people to be investigated. Amazing! I interpret the whole affair as an attempt to intimidate NASA Equal Employment Opportunity personnel.

I will be leaving NASA on March 15, 1973. Basic philosophical differences between me and the current management of the Equal Employment Opportunity Program are too great. Further, I view the discharge of Ms. Harris and the reassignment of Mr. Joseph Hogan, effected by the two most important men for the Equal Employment Opportunity Program, (Dr. McConnell and Dr. Fletcher) to be discriminatory retaliation in violation of Section 704a of the Civil Rights Act of 1964. Ms. Harris would not have been discharged and Mr. Hogan reassigned had they not written their report and submitted it to the Administrator. As the Subcommittee knows, the report were critical assessment of NASA's Equal Employment Opportunity posture.

The action taken against Ms. Harris and Mr. Hogan must be viewed as another attempt to intimidate NASA Equal Employment Opportunity personnel specifically and NASA minority and female employees generally.

I hope the interest shown by the Subcommittee, and others, in NASA's Equal Employment Opportunity posture dispels and in some way helps correct NASA's Equal Employment Opportunity deficiencies.

My answers to the questions asked by the Director of Headquarters Administration were, for and yes.

WILLIE D. GAITHER.

STATEMENT OF CLYDE M. WEBBER, NATIONAL PRESIDENT, AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES

The American Federation of Government Employees, AFL-CIO represents over 650,000 Federal employees who look to the Equal Employment Opportunity Act of 1972 as a safeguard of their rights to fair employment practices. For this reason, the AFGE is deeply concerned over the failure of such Government agencies as NASA to provide and implement viable equal employment programs. As early as 1968, the AFGE National Convention resolved that we would pursue with every resource our nation's commitment to eliminate employment discrimination against minorities and women. Therefore, by mandate of that convention, AFGE established its National Fair Practices Department with a full-time director to monitor the establishment and implementation of equal employment opportunity program in each and every agency of the Federal Government.

NASA's lack of sensitivity to the rights of minorities and of women is, consequently, especially shocking to our union. We appreciate that current budgetary cut-backs in NASA have created a temporary special situation in new hirings. We also realize that reductions-in-force tend to work a special hardship on more recent employees in the Federal service such as minorities and women.

Nevertheless, we note an unaccountable reluctance on the part of NASA to properly finance and to apply equal employment opportunity programs in its facilities nationwide for all those employees retained on its rolls. Moreover, we are concerned by allegations that NASA does not sufficiently monitor equal employment opportunity programs in letting contracts for support services.

NASA's reaction to the report by Ruth Bates Harris, Joseph Hogan and Samuel Lynn criticizing NASA's EEO policies and practices is especially distressing. Instead of considering that report on its merits and reviewing the recommendations therein with the authors for constructive ways to overcome any shortcomings which could be sustained, NASA over-reacted by firing Mrs. Harris, transferring Mr. Hogan, and orally reprimanding Mr. Lynn.

AFGE believes that this episode is typical of NASA's failure to fulfill its responsibilities to its minority employees and women through effective EEO programs. Moreover, unless the Congress and the Nation clearly indicate a firm determination to the equal employment opportunity program, we fear that the NASA situation could serve both as a bad example and as a precedent and

thereby have an adverse effect on the entire equal employment opportunity program in the Federal Government. After all, the crux of EEO, under law and under Civil Service regulations, is to provide effective affirmative action plans and to process complaints. If Federal agencies are permitted to obscure and ignore the issue of equal opportunity for all workers for any reason at all, including reductions-in-force, the entire EEO structure could stand in danger of breaking down, and civil rights could once more be relegated to a secondary position, where employees will be forced to suffer materially at the hands of insensitive managers.

Our union believes that NASA has taken the easy way out by raising the issue of personalities rather than addressing the content of the Report. Certainly, a severe test of the sincerity of NASA's motives lies in its continuing inability to study the Report objectively, and to take all the steps necessary to give EEO a higher priority in its organizational structure.

But the problem is not restricted to NASA. Remedial steps must also be taken by every other agency in the Federal sector.

Following the issuance, on August 8, 1969, of Executive Order 11478, which barred discrimination for reasons of race, color, religion, sex, or national origin, Federal workers gained further protection when the Equal Employment Opportunity Act of 1972 was enacted into law. The statute gave them the right to settle discrimination disputes in the courts—a major milestone for the Federal sector.

Congress placed the Civil Service Commission at the helm and charged it with the responsibility of establishing EEO rules and regulations, of providing guidelines to the agencies, and of initiating a means of implementing and enforcing the EEO program effectively and expeditiously.

During the two short years that have been covered by the statute, evidence has been revealed showing that EEO policies and practices in the Federal sector were, and are, weak and ineffective.

Because NASA over-reacted against three employees who wrote a report criticizing its EEO record, that Agency has attracted national attention. But AFGE recognizes that NASA's record on EEO may not be much worse than that of many other agencies and departments. They also put EEO on the back burner when it comes to assigning funds, manpower, and priorities. This creates a managerial attitude resulting in lack of status, authority and access to decision-making on the part of the EEO officers and counselors and ends in line officers and supervisors failing to understand the law and their own role in making it work in their own agencies.

Here I should like to point out that this situation is restricted not only to the EEO program but it exists also in such other important areas as employee occupational health and safety in the Federal Government. I believe I could cite parallel cases of ignorance of the employee health and safety laws and of misunderstanding of their roles by supervisors. Consequently, I wish to stress that the difficulties with which EEO officers and counselors are confronted are not unique but reflect a general situation applying to all laws relating to employees rights including equal opportunities, health and safety, and of course, labor-management relations including the negotiation and signing of contracts. In fact, equal employment opportunity programs relate intrinsically to labor-management relations and unions should have an active role in EEO matters, as a matter of right. As we see it, management has an obligation to carry out the law and unions have a right to keep secure the protection of the law for employees. This would benefit all parties, providing the Government with resources not now utilized. However, unless there is proper funding of positions and until management understands that the enforcement of all laws relative to employee rights is part of the missions of their agencies, we will find serious shortcomings in the fair treatment of Federal employees.

The EEO situation is the best proof of this situation that I could cite. The Civil Service Commission has tried to administer and enforce the EEO program. Its actions have been admittedly ineffective, largely because of lack of funding. Although the Civil Service Commission set down on paper what appeared to be viable regulations and guidelines for agencies to follow in establishing affirmative action programs, it has not met with much success. In 1973, of 120 EEO plans submitted by Agencies to the Commission, fully 111 were returned to the agencies for failure to meet the requirements.

It is clear from these statistics, that the CSC guidelines are not even understood, let alone being observed. There thus continues to be a lack of communica-

tion between the CSC, the agency heads, their regional directors, all the way down to the line supervisors.

WHAT ARE THE CORNERSTONES OF A GOOD EEO PROGRAM?

There are five cornerstones for every good program for the protection of the rights of employees. These five cornerstones apply also to the EEO program. They are: (1) funds; (2) human resources; (3) mission priorities; (4) managerial attitudes; and (5) union participation.

First and foremost, adequate funds must be allocated to the EEO program in each agency. Sufficient money must be specifically earmarked in the budget of each agency to be able to hire the human resources, in the form of highly qualified EEO officials located at agency and regional headquarters and local installations. Moreover, the qualifications of these EEO officers should be kept at a high level by EEO training programs established and supervised by the CSC for each agency, so that an EEO officer, assigned to a position in an agency, will understand all the challenges that will be faced on the job.

As to assignments, it should be Federal policy that only those people shall be assigned to EEO positions who are certified as having completed Civil Service Commission operated, or approved, training courses in the equal opportunity program and who have had a minimum period of practical experience.

Moreover, the Civil Service Commission should install a funded inspection program under which EEO officers could be independently rated by the CSC, as to their effectiveness in administering the program.

The Commission's Classification Series 160 stipulates that a person holding an office or position in EEO must have at least 3 years of practical experience. However, a current deficiency in the selection of EEO counselors exists in that these persons are Federal employees performing other duties as their main assignment. Moreover, because of the absence of a proper training and inspection program, it often happens that inexperienced persons are selected often solely because they are members of minority groups or women. We contend that inexperience harms all programs and merely because some persons are black, or brown, or female does not automatically provide them with the expertise or the motivation to implement the law and the regulations.

Under the properly funded CSC inspection program, deficiencies arising out of inexperience could be easily identified. Where subservience or fear of management is a factor, the EEO inspectors of the CSC would provide an independent corrective mechanism.

Nevertheless, it would be most inappropriate for us to consider that failures in the past are cause for pessimism. The very fact that this subcommittee is holding these hearings and exercising its oversight functions is a measure of the nation's commitment to the EEO program. If reforms are indicated, we know they will be undertaken. In this regard, we understand that you may be considering some proposals to place the Federal EEO program under the jurisdiction of the EEO Commission. The AFGE National Executive Council has passed a resolution supporting such a move because the existing grievance and complaint procedure in the Federal Agencies or Departments have unfortunately lost much of their credibility. Part of the reason for the loss of credibility in EEO complaints comes, of course, from the innate "conflict of interest" involved in the current method of processing these cases. Under current procedures, the complainants often find themselves in direct confrontation not only with their supervisors but often with their peers and for this reason they fear reprisals.

As examples of "conflict of interest," I should like to cite the following:

1. Agency EEO counselors, whose EEO responsibilities are often peripheral to the other duties, are generally not trusted by employees with a discrimination problem. Generally, union representatives have been excluded from being counselors and even from a role in selecting counselors. The employees feel that management EEO representatives, because of an assignment to this role on a part-time basis, will be likely to side with management so as not to prejudice advancement in their basic duties. Therefore, Federal employees often do not feel free to discuss their discrimination complaints with these counselors as freely and candidly as is needed.

2. Employees are often not sufficiently apprised of their options in exercising their rights, especially if they have to rely on the agency EEO staff, particularly in those cases where they have no union to represent them. This means that the employees often come ill prepared when filing their EEO complaints. It should be noted that many other grievance cases in fact turn out to be basically, or originally, denials of equal employment opportunity.

3. Obviously, managements confronted by EEO complainants will seek to exonerate themselves by every means available. They have at their disposal legal staffs, paid by the taxpayers, to oppose the complainants whose only recourse is to hire expensive outside counsel. This places the complainants at a great disadvantage because their only hope for recovering legal fees incurred by them is in winning the case from the agencies. For this reason, many complainants do not wish to initiate charges.

These examples of "conflict of interest" indicate that management sits as advisor, adverse party and judge in relation to the employee. The EEO complaints procedures must be corrected if we are to give the employees the same advantages as are given to agency managers. In this way, the Government would have both the capacity and the posture of appearing before the nation's minorities and its women as a guardian of their rights to equal opportunities and fair treatment. AFGE is advocating, largely, a means to assure that the system works equitably for all parties concerned, the employees, management, and labor unions. We believe, that to achieve this, managers must be made fully aware of the priority which Congress has accorded the EEO program. This can be done best of all by Congress allocating sufficient funds in agency appropriations to staff the EEO programs properly.

Secondly, we believe that managers should understand that the missions of their agencies include the mission of an equal employment opportunity program. Furthermore, they should understand that labor unions can play an effective role in this program because rank and file employees look upon their unions as their spokesmen, over whom they themselves have democratic control. Consequently, rank and file employees can be best protected in their rights through cooperation with union officials. In fact, the day-to-day rectifications of unfair personnel practices, including denial of equal employment opportunity, is a matter of prime union concern, both by commitment and by right under Executive Order 11491.

Third, there should be a strong remedial program to take action against employees, particularly supervisors and managers, who discriminate against other Federal employees. All too often the only action taken against supervisors is a reprimand or a transfer (sometimes even with a promotion) to another job.

Unless these corrective actions are taken, the entire EEO program in the Federal Government may not achieve the level of accomplishment which the Congress intended. Until these corrective measures are taken, the U.S. Government will not be able to appear with integrity before the nation's minorities and women as a responsible and effective enforcement of fair labor practices. As a directly concerned party carrying out the mandates of our AFGE National Convention, we pledge you and the Executive Branch our cooperation in every way to achieve this integrity.

In conclusions, we wish once again to express appreciation to your subcommittee for holding these hearings. We will be most pleased to submit any further testimony your may wish to receive from us regarding specific matters which are of interest to your subcommittee.

STATEMENT FROM FEDERALLY EMPLOYED WOMEN (FEW) CONCERNING THE
NASA EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Reports from present and former employees of NASA fully support the evidence submitted by Ruth Bates Harris on the status of the Equal Employment Opportunity Program in that agency.

Responsibility for the EEO program is decentralized to field installations with no control at the headquarters level. Consequently each field establishment can do as it pleases.

In many of the Centers, staff assigned to EEO activities have neither the knowledge, skill, nor commitment to make the program function effectively. As a result, the program "is in a shambles" in several of them. In Houston and Huntsville, we are told, the program is practically non-existent.

Further evidence of dissatisfaction with the program at the headquarters level lies in the fact that several members of the EEO staff, other than Ms. Harris, have left the agency of their own accord for other employment, alleging disgust and frustration with NASA's lack of interest or concern.

Although we have no personal knowledge of the qualifications of Harriet Jenkins, Ph.D., who was hired to replace Ms. Harris, we have been informed that she has had no experience in federal service. We question the wisdom of such an appointment.

Why was not the assignment given to a qualified employee who has had long years of experience in personnel management matters within the organization? This could have been an avenue for promotion for a deserving and capable employee. We know several who are well qualified and who have had at least 10 years experience within the agency in areas related to equal employment opportunity.

We doubt that the offer was ever made to an employee. On the other hand, we can readily understand why an employee, knowledgeable about the program's mismanagement, would not want it.

NASA claims to have instituted its Upward Mobility Program. Our sources claim nothing has been done to date in this area.

While the agency claims to have established goals and timetables, these are in essence hiring goals and do not reflect net increases of minorities and women. The effort is concentrated on replacements to compensate for turnover.

We further understand that NASA was at least three months late submitting its Affirmative Action Plan to the Civil Service Commission. We also learned that the Civil Service Commission readily granted the extension of time without limitation.

No serious effort has been made by the Commission to direct NASA to comply with the law. However, this is not unusual. We continuously receive reports from our members that the Commission is very lax in monitoring the program in other agencies as well.

We certainly do not fault the agency for dedication to its mission—man on the moon, skylab, and related activities. But we are convinced that all these programs could have been and can in the future be conducted successfully by providing opportunities for the many highly qualified women and minorities who are eager and able to be part of it.

Since its inception, NASA has contended that women could not be in the astronaut program. By setting arbitrary qualification requirements, such as jet flying experience, they successfully ruled out several female applicants who were otherwise qualified. Added to this were the Victorian attitudes concerning association of women and men in confined areas, which further thwarted the efforts of women to become part of the program.

In 1972 FEW conducted a government-wide study on the status of women. Not all agencies responded. NASA did, however, and a copy of their report is enclosed.

Please be assured of our full support in your efforts to effect compliance on the part of NASA with the goals and objectives defined in the Equal Employment Opportunity Act.

Submitted by direction: FEW Executive Board.

DAISY B. FIELDS,
Executive Director.

REPLIES BY FEDERAL AGENCIES, FY 1972 TO FEW'S 1971 RECOMMENDATIONS FOR IMPROVING THE FEDERAL WOMEN'S PROGRAM

Agency: National Aeronautics and Space Administration
FWP Coordinator: Ms. Stephanie S. Chaconas

1. Establish goals and timetables specifically for women, including minority women, similar to those defined in the memorandum to heads of agencies by the Chm. of the CSC dated 5/11/71.

	Dec. 31, 1971		Actual to Mar. 31, 1971 ¹	
	Total	Women	Total	Women
White Collar: ¹				
GS 1-6.....	3,607	3,074	3,519	3,010
GS 7-12.....	11,107	1,295	11,000	1,370
GS 13-15.....	10,945	116	10,871	115
GS 16-above.....	664	3	660	3
Total.....	26,323	4,588	26,050	4,497
Blue collar ² (total).....	2,132	29	2,062	28

¹ Full-time white collar employment by General Schedule and equivalent grades, as reported annually to CSC for publication in "Study of Employment of Women in the Federal Government."

² Although "Occupation of Federal Blue Collar Workers" will not be published in 1971, we would appreciate any statistics you maintain in this category.

Note: Goal for Oct. 31, 1972—No agency-wide goals established. Individually established by each NASA center.

2. Report publicly and regularly on results in hiring and promotion of women in relation to goals established by the President in his memorandum of April 21, 1971.

White collar ¹	Dec. 31, 1971		Actual to (Mar. 31, 1971)	
	Total	Women	Total	Women
GS-13-15.....	10,945	116	10,871	115
GS-16.....				
GS-17.....	664	3	660	3
GS-18.....				
Above GS-18.....				
Total.....	11,609	119	11,531	118

¹ Full-time white collar employment by General Schedule and equivalent grades, as reported annually to CSC for publication in "Study of Employment of Women in the Federal Government."

Note: Goal for Oct. 31, 1972—No agency-wide goals established. Individually established by each NASA Center.

3. Provide full-time staff personnel for FWP in agencies exceeding 7,000 employees, and provide adequate staff support for FWP in all agencies, including field offices. (Agencies with less than 7,000 employees should list number of man-hours assigned to FWP during FY 1972.)

Number of full-time FWP staff 1.

Number part-time FWP employees 11 (Estimated manhours 44 per day).

4. Clarify responsibility for implementing the FWP by issuing an agency directive to all employees defining the special responsibilities of the EEO staff, the FWP Coordinator, FWP Committees, and the management and line supervisors. (Please include date and identifying number of directives issued. Attach copy of *latest* directive to this report.) See attachment #1. Each Center in turn writes their own implementing directive to its employees. See attachment #2.

5. Require quarterly reports from field installations on their progress in implementing the FWP. (Give date and identifying number of directives requesting periodic reports.) Presently, our agency-wide AAP requires semi-annual and annual reports on progress. See attachment #3, pages 10 & 11. We are now in the process of obtaining data quarterly (will be in 1973 AAP).

6. Provide a system for self-evaluation of FWP operations and for assessing results in terms of recruitment, training, and upgrading of women at all levels. (Describe current system.) See AAP (attachment #3). Combination of recurring narrative and statistical data is gathered and evaluated at installation level, then Headquarters level.

7. Assure that strong policy statements supporting the purposes of the FWP from the top management levels are thoroughly communicated on a repeated basis throughout the agency. (Give dates of statements issued, and attach copy of *latest* issuance to this report.) Attachment #4 is our current proposed policy statement which will be issued shortly. Attachment #5 is an article about EEO (women) which was distributed to all NASA employees.

8. Include FWP discussion as a regular part of all management training and orientation programs. (List programs which regularly include FWP presentations.) FWP is a regular part of our management training programs. Formal "entrance-on-duty" orientation sessions have been stopped due to lack of hiring. However, literature on FWP is included in "new employee" kits when there are some. Presently NASA is finalizing a "EEO Human Rights Seminar". This is a one-day seminar to be given agency-wide to all NASA supervisors. Statistics & workbook discussion on FWP is included.

9. Review recruitment literature and training materials to remove sex bias and implications of sex preference. (Give examples of what has been done.) NASA does not have any recruitment literature due to our declining workforce. All training literature has been reviewed and no implication of sex preference was found.

10. Assure that award systems provide recognition for actions helpful in promoting equal opportunity for women. (Give recent examples.) The Federal Women's Program Coordinator received a Sustained Superior Performance Award and \$400.00. The Agency-wide Women's Program Coordinator at NASA Headquarters was a nominee for the Federal Women's Award. (See Attachment #6).

11. Include information on FWP activities in agency newsletters. (Attach copy of the *best* newsletter illustrating this point.) On a regular basis our Centers include information on women and their activities. (See Attachment #7).

12. Conduct training programs for FWP Coordinators. (Title and date of training programs offered in FY 1972.) March 1, 2, and 3, 1972 all NASA FWP Coordinators attended an EEO Seminar in Florida. See Attachment #8 for FWPC Workshop recommendations. Several NASA Coordinators have attended and will attend FEW Annual and Semi-annual conferences, SCS training courses on EEO (Executive Seminar for Women) BPW Workshops, Upward Mobility Workshops, and the like.

13. Make clear the FWP Coordinator and staff should attend meetings of organizations with goals relating to FWP. (Give date and identifying number of directives encouraging attendance at such meetings.) Please note pages 11 and 12 and 6 of attachment #3, AAP.

14. Assure that FWP Coordinators assigned less than full-time responsibilities are given sufficient time to carry out their functions. (How has this been done?) Through evaluation of program activities. See question #6. In some NASA Centers sufficient time is not given to FWP. In these Centers, changes are being sought which will enhance program activity.

15. Issue guidelines for field FWP Coordinators—steps to be taken, useful procedures, etc. (Give date and identifying number of directives issued in FY 1972 to FWP field coordinators.) See Attachment #9. Attachment #10 is a copy of guidelines issued earlier than FY 1972.

16. Assure that the FWP is made visible to all employees. (Please give examples of steps taken.) Articles are published in installation and agency-wide house organs that get all employee distribution. Memos from Center directors and agency head are sent to employees supporting EEO. Displays of FWP activities are shown on Center bulletin boards.

17. Insure that women are members of promotion review boards, advisory boards, hearing panels, and are on community, interagency, and similar committees. (Give examples of such appointments in FY 1972.) A woman was appointed to a Life Scientist Advisory Committee. A new "top level" EEO Council has been developed and two NASA women appointed.

18. Insure that women candidates are given positive consideration for vacancies in top levels of personnel, EEO, and training. (List such FY 1972 appointments at GS 13 or above.) As stated earlier NASA is not filling many vacancies at any grade levels. Presently, we are seeking a Personnel Officer, GS-14 for our Ames Research Center in California. Several women candidates have been referred for consideration to this position.

19. Provide continuing career counselling to all employees and publicize its availability. (Describe steps taken during FY 1972 in this direction.) We do not have a formalized career counselling program. Any employee who indicates the desire to progress or specifically requests counselling is provided the service.

20. Since training can now be provided on the basis of potential as well as for job-related reasons, publicize such opportunities to all employees. (Describe action taken in 1972 to this end.) CSC Pamphlet "Training & You" was distributed to all NASA employees. Catalogues of courses, training literature is distributed to major program offices for display. Also Training Offices make available to employees who desire course literature. Many courses are announced in installation house-organs and bulletin boards.

21. Develop "bridge training" opportunities for low-level employees to enable them to move into technical, professional, and administrative jobs, utilizing on the job training, details, and developmental assignments. (List the total number of women participating in such opportunities in FY 1972, grade range and examples of target jobs.) With RIF's and declining programs such as Apollo target jobs and difficult to identify in NASA. We do have women in bridge training. See page 55 of attachment #11. Here is a former PSC trainee who is now a Personnel Clerk.

22. As a means of implementing EO 11478, include 15% women and minority employees in each management training program, increasing this percentage until it reaches a level reflecting the proportion of women and minorities in the workforce.

Management training program—Title	Grade range	Fiscal year 1971		Fiscal year 1972		Fiscal year 1973 goal	
		Men	Women	Men	Women	Men	Women
1.....							
2.....							
3.....							
4.....							
5.....							
6.....							

23. Assure commitment to work toward establishing quality child care facilities for agency employees by determining the degree of employee need and interest. (Action taken during FY 1972.) Several NASA Centers conducted surveys on the need and interest in establishing day care facilities. To date NASA has not established a Center.

24. Review employee benefits to determine sex bias. Initiate action to equalize benefits for both male and female employees. (Give examples of actions taken during FY 1972.) Generally, employee benefits in NASA are the standard Government benefits. Beyond this, we do have a "stress lab" (exercise equipment) that during FY 1972 was opened to women. Also NASA has a comprehensive medical check-up program that is open to women.

25. Take positive actions to participate in the Public Service Careers (Plan D) (or similar programs) to assure opportunities for the employment, training, and advancement of women at lower grade levels (GS 1-5 and equivalent). (Describe actions taken in FY 1972.) NASA has 4 Centers who participate in the PSC Program. Of 37 participants, 34 are women. We are concerned about the proposed cancellation of PSC and therefore wrote to Department of Labor. Our other programs, Coop., Management Intern, Summer Employment and Back-to-School do include large numbers of women.

STATEMENT OF ANDREA DIANE GRAHAM

My name is Andrea Diane Graham. I worked in The Equal Opportunity Office at NASA from October 1970 to August 1973.

On November 2, 1973, a "Memorandum To All NASA Employees" was circulated over the signature of Dr. James C. Fletcher, Administrator. The purpose of the memorandum was to present Dr. Fletcher's reasons for his termination of Ms. Ruth Bates Harris. Significant among the deficiencies attributed to Ms. Harris by this document was her unwillingness to "... know and appreciate the broader problems of NASA in fulfilling all of its missions. ..." This type of charge did not originate with Dr. Fletcher's memo; it is one which I encountered on a number of occasions during my tenure at NASA. But I submit to you that Ms. Harris was one of few people at NASA with clear knowledge and perception of NASA's broader problems.

It seems to me that somewhere along the way, NASA lost sight of its status as an agency of Government of the people, by the people and for the people. The race for the moon seems to have clouded the fact that we, too, are the people. We, Blacks, women, Americans of Spanish-speaking background and other minorities, have a share in the national pride at which the space race was aimed. National pride appears to be the only aspect of space race we've had our fair share of.

When the U.S. committed itself to a definite goal in outer space we were ill prepared. Nevertheless, NASA exerted "affirmative action" and accomplished its goal—early. NASA's broad problems relate to its neglect of minorities and women in its buildup stage. Many people, including Dr. Fletcher, have acknowledged this situation. There are a few of us, however, who believe that this does not excuse current failure—Ms. Harris is one of those who felt a responsibility to carry this message forward in both word and deed.

Considering that the U.S. entered the space race behind and met its goal in fine fashion, it is, in my opinion, unconscionable that it cannot meet goals with respect to my segments of the population in a timely manner. It is equally reprehensible, in my view, that those who strive toward the broader goals of NASA are, at best, chided and told to focus on the narrower view and, at worst, terminated; that a program, which at long last, directs itself toward the broader mission, has its wings clipped.

In July, 1973, when I knew I was leaving NASA, I exchanged correspondence with Dr. Fletcher and with Dr. Low. I raised the question of whether "... harassment is the penalty for following the dictates of conscience at NASA." I also stated "NASA is a very good place for white males to work; it has the potential of being a very good place for everyone to work. Realization of that potential is, in my opinion dependent on what happens next."

Today, six months later, my concerns remain to be addressed.

I thank you for this opportunity.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION,
Washington, D.C., August 13, 1973.

Ms. A. DIANE GRAHAM,
Potomac, Md.

DEAR Ms. GRAHAM: This is in response to your letter of July 22, 1973. I am sorry that I was unable to meet with you personally, but George Low has discussed with me in every detail the results of his meeting with you. I am sorry that you feel the organizational setup we now have in the Equal Opportunity Program at NASA is not working as effectively as we had hoped it would, and I am particularly sorry that you are leaving NASA.

George Low and I both wish you the very best as you enter your new career with the U.S. Commission on Civil Rights.

Sincerely,

JAMES C. FLETCHER, *Administrator.*

POTOMAC, MD., July 22, 1973.

Dr. JAMES C. FLETCHER,
Administrator, National Aeronautics and Space Administration, Washington, D.C.

DEAR DR. FLETCHER, In March of this year, you met with five members of the NASA Headquarters Equal Opportunity staff. I was one of the staff members. We all were impressed with the genuineness of your commitment to achievement of equal opportunity. We felt that you shared with us a sense of moral obligation to work toward this goal.

At the March meeting you stated that you did not intend to do anything which would undermine the effectiveness of the Equal Opportunity program at NASA. Subsequently, the equal opportunity function was reorganized and we were cautiously hopeful that significant improvements would result. Unfortunately, despite your intentions to the contrary, the equal opportunity program has been undermined—if not dismantled—to such an extent that I can no longer compromise my own principles by continuing to work here. Thus, I have accepted an offer to work at the U.S. Commission on Civil Rights. I am writing to you because I believe that my reasons for leaving are of concern to you.

Since the reorganization took effect, nearly four months ago, there has been considerable harassment of me and of other staff members. While not a major factor, this has contributed to my decision and to that of numerous other staff members to seek employment elsewhere. This element is not one on which I care to expand, however, I think you should be aware of it since it has the potential of exposing NASA to grievances and discrimination complaints. (It certainly raises the question of whether harassment is the penalty for following the dictates of conscience at NASA.)

My primary reason for leaving NASA, however, is my awareness of a major shift in program emphasis, with public relations activities replacing more substantial, results-oriented alternatives.

You closed our meeting in March by saying that you would like to have more such meetings. My purpose in writing to you at this time is to request the opportunity to meet with you to share my firsthand observation of the problems which current beset the Equal Opportunity program at NASA, the concern which prompts my actions is not limited to me but is representative of the general feeling of the rest of the staff. For this reason, I do hope you will be able to find time to meet with me. My last day at NASA is August 10, 1973; I will be on annual leave from July 30, 1973 through August 3. I am available to meet with you at your convenience at any other time. Thank you very much for your attention.

Yours truly,

A. DIANE GRAHAM.

POTOMAC, MD., August 12, 1973.

Dr. GEORGE LOW,
Administrator, National Aeronautics and Space Administration, Washington, D.C.

DEAR DR. LOW, I want to express my sincerest appreciation to you and to Dr. Fletcher for the fact that you met with me last week in response to my earlier letter. Your action bespeaks, eloquently, your commitment to equal opportunity at NASA.

When you asked how I think Dudley McConnell sees himself, with regard to the observations I shared with you, I said I didn't know. Since our meeting, I have reflected on the subject, and, in all fairness to Dudley, I am certain he thinks that he is bringing "realism" to the program. Further, he believes he has been prejudged and misjudged.

I met with Dudley on Friday, August 10, 1973. Although we did not discuss the specifics of my meeting with you, I did express my concerns to him, as I have on several previous occasions. Notwithstanding Dudley's self-concept, I remain convinced of the validity of my observations. My conclusions were not arrived at hastily or without full, fair and unemotional consideration. More is involved than a difference in semantics. More is involved than a change of "management style". The problem extends beyond staff concern over who was not selected.

Under Dudley McConnell, the equal opportunity program lacks the dynamic, aggressive, and creative leadership that NASA has always been able to obtain for other programs. Moreover, Dudley has, in both word and action, emphasized the "bare minimum" approach. He has consistently stated his belief that NASA's previous transgressions of the law have not hurt it and that we, therefore, cannot expect people in the agency to respond to the law in civil rights. When a staff member cited a few cases where the courts have ruled against a policy that NASA was considering implementing, Dudley's response was, in effect, "find me a case that supports what NASA wants to do". Program responsibility of the staff is being undermined by emphasis on public-relations oriented tasks. For example, over half of the budget proposed by Dudley is devoted to the EEO exhibit, an EEO newsletter and EEO brochures. (Dudley has raised the question of whether NASA should continue to participate in minority conventions that do not have a "pay-off".) Staff travel was proposed at less than was committed last year, despite the fact that the office had to defer travel in June because of fund limitations. There are other examples but neither this latter nor my meeting with you was meant to be a comprehensive, all inclusive statement.

It was the expectation of equal opportunity staff members that the elevation of the office would establish a channel through which the Administrator would be regularly advised of the equal opportunity impact of current and proposed practices, of fertile areas for affirmative action and of potential problems. Unfortunately, the naming of Dudley McConnell to head the office, in my opinion, negated the benefits of elevation. Dudley is not sensitive to the equal opportunity aspects of employment policy and action; he is close to hostile with regard to the concerns of women. When made aware of the staff's concern, Dudley has generally been unwilling to transmit this input to higher, concerned levels in NASA.

In short, it is my belief and the belief of others in the agency, that Dudley McConnell has neither the technical knowledge nor the selfless commitment to lead NASA's equal opportunity effort. And it is *leadership* which is required.

As I stated in my previous letter, the concerns which motivated me to leave NASA are not exclusive to me or to the equal opportunity office. I would like to state again my suggestion that you and Dr. Fletcher meet with other members of the equal opportunity staff and others within the agency who are affected by the direction the program takes. In this latter category, I urge that you meet with Jo Marie DiMaggio, the Federal Women's Coordinator for Headquarters. She has interacted with Dudley in a different capacity than I and the thrust of her responsibility has given her a somewhat different perspective. In addition, she has counseled a number of individuals with regard to employment problems based on sex. I think it would be invaluable for you and Dr. Fletcher to take advantage of her experience and expertise.

On a different but related subject, I'd like you and Dr. Fletcher to know that the years I worked at NASA were very productive ones for me. I grew and blossomed, both personally and professionally. In addition, I have made many warm and beautiful friendships. So, it is not without regret, on a number of levels, that I leave NASA. NASA is a very good place for white males to work; it has the potential of being a very good place for everyone to work. Realization of that potential is in my opinion, dependent on what happens next.

I thank you and Dr. Fletcher for your responsiveness.

Yours truly,

DIANE GRAHAM.

APPENDIX 2

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

REPORT ON NASA'S EQUAL EMPLOYMENT OPPORTUNITY PROGRAM—APRIL 1974

Report to the Subcommittee on HUD-Space-Science-Veterans, Committee on Appropriations, U.S. Senate

I. INTRODUCTION AND SUMMARY

Following is the April 1974 Report on NASA's Equal Employment Opportunity Program. The report includes all of NASA's internal and external programs that concern themselves with equal employment opportunities for civil servants, contractors, and university researchers. Additionally, the report's Appendixes include six computer runs. Three of the runs give detailed breakdowns of minority action counts—accessions, separations, promotions, downgrades, and quality increases—for FY 1973, the first half of FY 1974, and the first two months of the third quarter of FY 1974. The other three runs give a detailed breakdown of NASA's minority strength distribution corresponding to the end dates of the time periods covered by the minority action reports—June 30, 1973, December 31, 1973, and February 28, 1974.

Since our January 11 presentation to the Subcommittee, NASA has made significant progress on many of the programs which we were just starting at that time. Here is a brief review of our progress:

Goals and Timetables: In January we established goals for achieving a 6.1% permanent minority population, 80 professional minority placements, and 80 professional female placements in calendar year 1974. During the first two months of the calendar year, we have increased our minority population from 5.5% to 5.6% and accomplished 15 minority and 14 female professional placements. This rate of progress is an encouraging indication in light of our goals for calendar year 1974.

Other factors which should increase our potential for retaining the present complement of minority and female employees have also shown improvement during this period. For example, the separation rate of minorities decreased during this period from 6.7% to 5.6%. The percentage of the total promotions and quality step increases for minorities and females also increased during this period. (In spite of this encouraging overall result, our separation rate for professional women has been extraordinarily high in the past 2 months; we are still in the process of determining the cause for this.)

Coordinated Recruitment: A coordinated agency-wide program is in operation. A full-time staff at Headquarters is coordinating the activities of the Field Centers and assuring that information on candidates is shared among the Centers.

Upward Mobility: Each Field Center is implementing an Upward Mobility Program. Upward Mobility positions have been identified and the Installations are developing processes for competitive selection of program participants.

Cooperative Education: The NASA budget for FY 1975 calls for expansion of the Co-op program from the current 792 enrollees to a projected 950 enrollees.

Aerospace Fellowships: We have recently approved a program for awarding scholarships to junior and senior year college students. In addition, the students will be invited to spend summers working at NASA Centers to augment their formal study. The following colleges are in the process of selecting students for this program: New Mexico, Highlands University; Southeastern State College, Oklahoma; Morehouse College, Georgia; Spelman College, Georgia; Bennett College, North Carolina; Howard University, District of Columbia; and Goucher College, Maryland.

Additionally, we have broadened the membership of several policy making committees to include minorities and women. In particular, we have formed an employees' elected committee at Headquarters to bring their views on EEO directly to the Administrator.

Finally, and of key importance, we are bringing line management into the planning and assessment of NASA's EEO program. Line Managers now report on progress against our numerical goals. We have formed an Equal Opportunity Council consisting of Center Deputy Directors to assist in program planning and implementation, and most importantly, to provide feedback to the professional EEO staff.

All of the statistical information attached will be updated at the end of April in order to reflect the full third quarter of FY 1974. In addition, any program changes will be reported quarterly.

II. EXTERNAL PROGRAMS

CONTRACT COMPLIANCE PROGRAM

Since 1970 NASA has had responsibility for the EEO compliance of NASA contractors operating *on or near* NASA Centers. Unlike some other agencies, NASA does not have industry-wide compliance responsibilities.

The organization of NASA's Compliance Program reflects the nature of its compliance responsibility. There is a Contract Compliance group on the EEO staff at each installation to conduct the compliance operating for those contractors on or near the installation. The only exceptions are Flight Research Center, where the contractors are monitored by the Compliance staff at Ames Research Center, and NASA Headquarters where the contractors are monitored by the Compliance staff at the Goddard Space Flight Center.

NASA currently has responsibility for 260 contractors employing some 45,219 employees as of December 31, 1973. The Agency Compliance staff numbers 22 professional positions—including the Compliance Division of the Office of Equal Opportunity Programs (OEOP). Data recently published¹ by the Department of Labor show that NASA expends the most hours-per-contractor-employee of any compliance agency. NASA also expends the most staff time per contractor review. This is partly due to the local nature of NASA's compliance responsibility but nevertheless indicates a desire to do thorough, effective compliance reviews—the heart of the compliance function. Exhibit I shows Contract reviews to be performed by Centers during the quarter, January–March 1974.

How well has NASA performed this function to assure participation of minorities and women in the contractor work force?

Uniform and consistent statistics on the contractor work force have been gathered since 1971. This data is summarized in Exhibit II. There has been a continuous increase in the number of minorities employed even though the overall work force has decreased. Minority employment went from 11.8 percent to 15.0 percent of the total (a net increase of 763 positions) while the total number of jobs decreased by over 6,000. There have been notable increases in minority percentages among Officials and Managers (3.4% to 5.4%); Professionals (5.9% to 8.1%); and Technicians (10.2% to 15.5%).

The proportion of female employment increased from 15.7 percent to 19.0 percent (a net increase of 560 jobs) despite the overall decrease of 6,000 jobs. Here, too, there were noteworthy increases among Officials and Managers, (2.1% to 3.9%); Professionals, (5.5% to 8.4%); and Technicians (8.5% to 11.6%).

The only percentage decreases took place among Unskilled Laborers for Women and Service Workers for minorities. These are the two lowest labor categories and, in all candor, we have concentrated our efforts to increase the participation of women and minorities in the higher labor categories.

These aggregate statistics show appreciable progress but how do we judge the performance of an individual contractor? Key to this judgment are the numerical goals and timetables which the contractor develops and includes in his Affirmative Action Plan.

Government-wide policy on the interpretation and implementation of numerical goals was outlined in a policy statement by Robert Hampton, Chairman, U.S. Civil Service Commission; Stanley Pottinger, Assistant Attorney General; William Brown, Equal Employment Opportunity Commission; and Philip Davis, then Acting Director, OFCC. They stated that a goal is a numerical objective fixed realistically in terms of the number of vacancies expected, and the number of qualified applicants available in the relevant job market.

To achieve aggressive goals, we encourage contractors to:

Conduct extensive recruitment drives including the use of recruitment consultants and advertising in media oriented toward women and minority groups.

Offer fully competitive salaries needed to attract necessary qualified persons.

Use the full amount of flexibility within company hiring and retention policies.

Thus, the determination of an individual contractor's compliance is based on a judgment of his good faith efforts. The compliance staff reviews the aggressiveness of the goals in terms of the projected hiring and turnover rates, progression patterns, and so forth.

¹ "Federal Contract Compliance Planned Program" published by DOL/OFCC November 9, 1973.

In NASA, the Compliance staff on site at each field installation continually monitors the contractors at that installation to assure their compliance. NASA practice is to review each contractor at least twice a year to see that the contractor is living up to the commitments he has made. This continual surveillance is possible because of the local nature of NASA's Compliance responsibility. This practice of continual surveillance is, as far as we know, unique in government.

To summarize, the field compliance staff monitors the contractors at their installation. The Contract Compliance staff of the OEOP office provides training, guidance, direction, and coordination to the field staffs. For example, the field staffs attended a four-day training seminar here in Washington this past fall. The purpose was to bring the staff up to date on recent Office of Federal Contract Compliance (OFCC) regulations, interpretations and data requirements. A follow-up training seminar will be scheduled in the near future to review the Department of Labor's recently revised data requirements and procedures for conducting compliance reviews.

In addition to training, the Compliance Division of the OEOP issues day-to-day guidance and direction to the field. For instance, final determinations of compliance are made in the OEOP Compliance Division after reviews of the on-site reviews and data assessments are done locally. Thus, the Compliance staff of this office is ultimately responsible for NASA's Compliance progress.

The year 1974 will see the implementation of a special affirmative action hiring plan for Shuttle construction of facilities at the Kennedy Space Center. Our aim is to assure the utilization of minority employees on the construction work force. To that end, hiring goals have been included in the bid conditions and contractors wishing to participate in the project will have to accept those goals. The goals so far developed apply to the earth-moving portion of the construction. Our task this year will be to develop goals for the remaining, more complex portions of the project.

EXHIBIT I

Contract reviews to be performed by centers during January-March quarter 1974

Goddard Space Flight Center:	
Annual -----	13
Followup -----	7
Total -----	20
Wallops Station:	
Annual -----	1
Followup -----	4
Total -----	5
Langley Research Center:	
Annual -----	7
Followup -----	1
Total -----	8
Marshall Space Flight Center and Mississippi Test Facility: Annual ----	
	19
Kennedy Space Center:	
Annual -----	8
Followup -----	3
Total -----	11
Lewis Research Center: Annual -----	
	3
Marshall Space Flight Center and Michoud Assembly Facility: Annual --	
	2
Johnson Space Center: Annual -----	
	15
Ames Research Center: Annual -----	
	6
NASA Pasadena office:	
Annual -----	7
Followup -----	4
Total -----	11

EXHIBIT II

SUMMARY OF CONTRACTOR WORK FORCE DATA

	Dec. 31, 1971	June 30, 1973	Dec. 31, 1973
Total employment.....	51,275	47,531	45,219
Employment of minorities (percent):			
Officials and managers.....	3.4	4.8	5.4
Professionals.....	5.9	7.8	8.1
Technicians.....	10.2	13.6	15.5
Sales workers.....	3.8	6.7	9.0
Office and clerical.....	15.6	19.4	20.9
Skilled crafts.....	8.8	9.6	10.6
Operatives (semiskilled).....	21.4	27.6	28.9
Laborers (unskilled).....	47.5	51.7	62.2
Service workers.....	47.4	46.4	44.0
Total.....	11.8	14.4	15.0
Employment of women (percent):			
Officials and managers.....	2.1	2.8	3.9
Professionals.....	5.5	7.6	8.4
Technicians.....	8.5	10.6	11.6
Sales workers.....	17.0	13.3	21.0
Office and clerical.....	68.7	70.7	72.3
Skilled crafts.....	3.1	2.7	3.5
Operatives (semiskilled).....	15.2	22.8	29.8
Laborers (unskilled).....	16.0	10.5	13.0
Service workers.....	11.8	14.7	18.0
Total.....	15.7	17.5	19.0

Note: Percentages shown are of the total work force in that job category.

MINORITY BUSINESS ENTERPRISE PROGRAM

The Minority Business Enterprise Program was established by Executive Order 11458 of March 8, 1969, to coordinate the efforts of the Federal Government and other public and private agencies toward the establishment and development of minority business enterprise. Its principal objective is to assist minority-owned firms in achieving productive and economic stability in the competitive business environment. A superseding Executive Order 11625 was issued on October 13, 1971 to provide additional strength and stimulus to the program. Responsibility of the Federal program has been placed with the Office of Minority Business Enterprise (OMBE), Department of Commerce.

NASA's overall minority business program is provided for in a NASA Procurement Regulation which cites national policy and outlines the basic NASA Minority Business Enterprise Program. The principle elements of the NASA program call for: (1) the identification, development and solicitation of minority business sources; (2) the assistance of minority firms through counseling and the awareness of prime and subcontracting opportunities; and (3) contracting with minority firms through the Small Business Administration.

The principal direction of the minority business program has, to date, been accomplished under authority of Section 8(a) of the Small Business Act, 15 USC 637(a), which permits Government agencies to contract with the Small Business Administration, which in turn may then subcontract noncompetitively with suitable minority firms. NASA, as of the end of Calendar Year 1973, has channelled in excess of \$16.7 million to minority firms under the Section 8(a) program as follows:

Fiscal year	Contract actions	Value
1970.....	3	\$76,909
1971.....	41	1,399,530
1972.....	68	3,222,050
1973.....	105	8,514,542
1974 (1st half).....	49	3,490,187

A NASA Section 8(a) contracting goal of \$11 million has been established for FY 1974. This represents a 29 percent increase over the \$8.5 million awarded by NASA in FY 1973.

Though the main thrust of the program has been through Section 8(a) contracting, NASA actively encourages the placement of subcontracts with minority

firms. A contractual requirement to this effect has been established by a Procurement Regulation entitled, *Minority Business Enterprises Subcontracting Program*. In FY 1973 NASA's on-site support service contractors awarded \$3.2 million to minority firms. During the first half of FY 1974, NASA contractors reported \$2.9 million in subcontract awards to minority firms. Additionally, in FY 1973 and the first half of FY 1974 NASA Installations placed \$2,107,392 and \$299,694 respectively in direct awards to minority firms.

NASA actively participates in all Interagency Committees established to foster and coordinate the Government's minority business efforts. The NASA Deputy Administrator is the NASA member of the Interagency Council for Minority Business Enterprise. At the field level, NASA Centers participate in the activities of the Minority Business Opportunity Committees (MBOC) to provide regional program coordination. A Small Business-Minority Business Specialist assigned to each Center is the NASA member of the local MBOC.

RESEARCH PROGRAM AT UNIVERSITIES WITH PREDOMINANTLY MINORITY ENROLLMENTS

Within the university community, NASA initially confined its sponsorship of research projects to graduate schools so that the research could benefit from the advanced level of academic achievement as well as contribute to the interests, activities, and capabilities of the institutions. Recognizing that this policy tended to bar most of the institutions with predominantly minority enrollments from participating because they lacked graduate departments, NASA, in 1969, began an effort to involve these colleges and universities in our research.

This initial research program with minority colleges and universities has proven highly successful, both in terms of quality research contributions to the aerospace program and in terms of providing challenging research tasks to supplement the teaching functions of the institutions involved. Based upon these demonstrated values, NASA broadened this program and set a goal for expending a larger proportion of its research project money for funding research proposals from colleges and universities having predominantly minority enrollments.

Research awards under this program are restricted to colleges and universities having predominantly minority enrollments and offering baccalaureate or higher degrees. The research must be relevant to NASA's mission, contribute to the solution of problems of concern to the Agency, and be of clearly discernible merit.

The nature of NASA's mission is such that it is expected that most of the research to be supported under this program will be scientific or technical in character. A small number of projects may be funded for relevant studies of related problems, such as those in the public administration area.

The following chart shows our steady growth in this program :

Fiscal year	Obligations	Number of universities
1969	\$358,000	7
1970	649,000	15
1971	829,000	17
1972	897,000	20
1973	1,378,000	25
1974 (1st half)	666,000	21

III. INTERNAL PROGRAMS

GOALS AND TIMETABLES FOR CY 1974

NASA has committed itself to:

- Achieve at least 6.1% minority employment
- Place at least 80 minorities in professional positions
- Place at least 80 women in professional positions.

The achievement of these minority and female hiring goals will call for 20% each of expected professional and non-professional hires to be minority and 20% of the professional placements to be women. This should be compared with NASA's hiring performance in FY 1972 when 7% of the professional hires were minority and 10% of the professional hires were women. Thus the goals for CY 1974 will require dramatically increased efforts all across NASA.

Progress through February is shown below:

	Actual, Feb. 28, 1974	Goal	Fiscal year 1973 performance
Minority professional.....	15	80	28
Women professional.....	14	80	40
Minority nonprofessional.....	12	136	143

The following chart breaks out the full-time permanent civil service workforce by minorities and females in absolute numbers and percentages:

	Dec. 31, 1973		Feb. 28, 1974	
	Number	Percent	Number	Percent
Professional:				
Total Agency.....	15,535	100.0	15,461	100.0
Minorities.....	584	3.8	596	3.9
Female.....	842	5.4	847	5.5
Nonprofessional:				
Total Agency.....	10,147	100.0	10,070	100.0
Minorities.....	824	8.1	830	8.2
Female.....	3,475	34.2	3,465	34.4
Total:				
Total Agency.....	25,682	100.0	25,531	100.0
Minorities.....	1,408	5.5	1,426	5.6
Female.....	4,317	16.8	4,312	16.9

COUNSELING AND DISCRIMINATION COMPLAINT ADJUDICATION

NASA has a total of 86 counselors: 55 males and 31 females. The percent of female counselors (36%) is higher than the female representation in the workforce. A race and sex breakout of counselors follows:

Male		Female	
Black.....	24	Black.....	8
Caucasian.....	19	Caucasian.....	19
Spanish-Surnamed.....	7	Spanish-Surnamed.....	3
Oriental.....	4	Oriental.....	1
Indian.....	1		

During CY 1973, there were 222 pre-complaint counseling sessions involving 210 complaints NASA-wide. Table 1 shows a breakdown of these complaints by Centers along with the reason for the complaint. One hundred and seven of the complaints, or 48% were resolved as a result of counseling sessions. This percentage is slightly better than the government-wide figure of 45.1%.

Thirty-five complaints reached the formal complaint stage during 1973. These are broken down by Center and by reason in Table 2. The status of formal complaints decided and those still in process is shown in Table 3.

TABLE 1.—SUMMARY OF NASA PRECOMPLAINT COUNSELING ACTIVITY. CALENDAR YEAR 1973

Installation	Complaint based on—						Number of complaints resolved	Percentage of total complaints resolved
	Race	Religion	Sex	Color	National origin	Total		
ARC.....	8		25		1	34	20	59.0
FRC.....	1		5			6	4	67.0
GSFC.....	13		4			17	8	47.0
HDQS.....	17	3	6		1	28	24	86.0
KSC.....		3	3			6	1	17.0
LaRC.....	12	1	45		1	59	34	57.6
LeRC.....	5		4		2	11	0	0
JSC.....	9	1	10		7	28	1	3.6
MSFC.....	11		15		1	27	15	58.0
WS.....	1		5			6	0	0
NaPO.....						0	0	0
Total NASA.....	77	8	122	0	13	222	107	48.0

TABLE 2.—NASA-WIDE SUMMARY OF FORMAL COMPLAINTS OF DISCRIMINATION, CALENDAR YEAR 1973

Installation	Complaint based on—					Total
	Sex	Religion	Race	Color	National origin	
ARC.....						0
FRC.....			1			1
GSFC.....			1			1
HDQS.....	1 ²		1 ²			1 ⁴
KSC.....	2	2				4
LaRC.....	2		1			3
LeRC.....	1					1
JSC.....	2 ⁶	4	4		3	11
MSFC.....	2		1			3
WS.....	1					1
NaPO.....						3
Total.....	16	6	10	0	3	35

¹ Alleged sex and race (1).

² 3 complainants.

³ 2 complainants.

⁴ 3 complainants.

⁵ 2 complainants.

⁶ 10 complainants (4 complainants represents 11 complainants).

⁷ Includes 2 male complainants.

⁸ Includes 2 complaints by 1 Caucasian.

⁹ Complainants.

¹⁰ Complainants.

TABLE 3

REVIEW OF ACTION ON COMPLAINTS, 1973

A. Number of complaints closed:	
1. Cause found.....	2
2. No cause found.....	3
3. Withdrawn before final agency action (complaints were resolved).....	6
4. Rejected (untimely; not covered by Title VII; similar charge before BAR*).....	7
B. Number of complaints presently before BAR.....	1
C. Number of complaints in district court.....	1
D. Number and status of active complaints (not including B and C).....	22
1. In investigate stage.....	8
2. In adjustment stage.....	2
3. In hearing stage.....	10
4. In decision stage.....	2

*Bureau of Appeals and Review

COOPERATIVE EDUCATION (CO-OP) PROGRAM

Under this program, students alternate semesters studying at school and working at a NASA installation. The work experience augments their formal study. The Co-op Program has, for a long time, been a prime source of highly qualified employment candidates for NASA. We see the program as helping to increase the flow of minorities and women into technical fields where there is a current scarcity. Thus, NASA has sought to increase minority and female participation in the program. Our enrollment statistics have been as follows:

[In percent]

	June 1972	June 1974 (projected)
Minorities.....	12.2	24.3
Women.....	9.4	16.9

We have increased the number of predominantly minority schools participating in the program from 16 in 1971 to 44 in 1973.

The overall size of the program is increasing:

Enrollment:	
Fiscal year 1973.....	719
Fiscal year 1974 (projected).....	789
Fiscal year 1975 (projected).....	950

COORDINATED RECRUITMENT

The Office of Personnel has developed and is implementing an Agency-wide recruitment program specifically aimed at identification and recruitment of minority and female candidates for professional positions in NASA. A full-time staff in Headquarters is coordinating this effort. Six Field Centers have recruiting responsibilities. Teams of recruiters, including minority and female employees, will soon be involved in contracting potential candidates, counseling them in Government hiring procedures, assisting them to take the steps necessary to establish eligibility, and, of course, encouraging the candidates to join NASA.

IDENTIFICATION OF WOMEN AND MINORITIES FOR MANAGEMENT DEVELOPMENT

A special effort is underway to identify persons for management development training. Listings of female and minority employees will be maintained by our Management Development Education Panel. The Panel and the Office of Equal Opportunity Programs will identify training programs and opportunities for such persons. The Management Development Education Panel recently nominated two women and a minority for special management training. They were:

Ann Bradley (HdQRS) for the Woodrow Wilson Fellowship in Public Administration at Princeton University.

Lois Robertson (MSFC) for the Education for Public Management Fellowship at a major university.

James W. Morrison, Jr. (HdQRS) for the Programs for Management Development at Harvard University for the Spring of 1975.

UPWARD MOBILITY PROGRAM

In addition to recruitment from outside, we also seek to move current employees to higher positions in NASA. NASA has received Civil Service Commission approval of three specific programs—Specialty Training for Entry Professionals (STEP), Growth Opportunities (GO); and CROSSOVER. These programs will allow persons to move out of dead-ended jobs and enter other jobs which have opportunities for career development. Commission approval allows NASA to waive certain experience criteria. The STEP and GO programs have been conducted at NASA Headquarters. During CY 1973, about 8% of Headquarters professional positions were filled through Upward Mobility. The Affirmative Action Plans of all our Field Installations call for implementing combinations of the programs during 1974. The Installations have identified Upward Mobility positions and are developing competitive processes for selecting program participants.

NATIONAL AEROSPACE FELLOWSHIP PROGRAM

The aim here is to encourage minority and female students to undertake aerospace careers. NASA will award 20 scholarships of \$2,500 per year to Junior and Senior college students. The students will be invited to spend summers working at a NASA laboratory to augment their academic training. This program was just recently approved and we are now working out arrangements with several universities. It is expected that candidates will be identified by early May.

THE NASA EQUAL OPPORTUNITY COUNCIL

In order to further involve line management in EEO program planning and just as importantly, to get top management feedback, we have formed an Agency Equal Opportunity Council. The Council consists of the Deputy Center Directors, the Agency Federal Women's Program Coordinator, four non-supervisory employee representatives and the Assistant Administrator for Equal Opportunity Programs. The Director of Personnel serves as advisor.

The first Council meeting was held March 21 and 22, 1974, at which obstacles to successful recruitment were identified. Several solutions were proposed and Center Directors were charged with researching and implementing proposed solutions. This Council will meet frequently enough to participate in guiding the thrust of the Equal Opportunity Programs to meet NASA's goals.

TECHNOLOGY TRANSFER SEMINAR

NASA's aim in presenting the Technology Transfer Seminar is as follows: NASA has had a technology transfer program for about ten years to help aero-

space technology find useful applications in the national economy. There is, however, a need to devote more attention in the program toward minority businesses. Thus, we have developed an arrangement with the Office of Minority Business Enterprise (OMBE) of the Department of Commerce. Under this arrangement, NASA (and hopefully other government agencies) will display technology developed in various mission programs, and present methods such as patent waivers, licenses, and so forth by which businesses can gain access to that technology. OMBE will then explain its resources for assisting in financing, market studies, and other product development areas. Our joint aim is to assist minority businesses to make the transition from providing services to manufacturing marketable products. This Seminar will be held in the Washington area in early June.

BROADENING POLICY BOARDS AND COMMITTEES

We have broadened the composition of several key committees and boards:

The Personnel Management Review Committee, a high level NASA-wide council which reports to the Deputy Administrator on personnel problems, now includes a minority and a woman;

The Management Development Education Panel, which recommends nominees to the Administrator as candidates for long-term executive development fellowships, now includes three employee members. The total panel includes two women and two minorities;

The Incentive Awards Board will include the Federal Women's Program Coordinator and the Assistant Administration for Equal Opportunity Programs. In addition, a Headquarters Awards Board is being formed which includes employee representatives (including minorities and women).

HEADQUARTERS EMPLOYEES EQUAL EMPLOYMENT OPPORTUNITY ADVISORY GROUP

A Headquarters Employees Equal Employment Opportunity (EEO) Advisory Group was constituted on March 22, 1974, at an informal installation ceremony conducted by Dr. James C. Fletcher, Administrator. The objectives and responsibilities of the Advisory Group are to:

- a. Ascertain the concerns and views of Headquarters employees on EEO matters and bring such concerns and views to the attention of the Administrator and other levels of NASA Headquarters management.
- b. Serve as an advisory group to the Headquarters Management EEO Committee in the development, implementation, and overview of the Headquarters EEO Affirmative Action Plan.
- c. Assure consideration of the views of women and minorities in carrying out objectives a and b, above.

Upon the departure of Ms. Ruth Bates Harris last fall, some 70 employees signed a petition addressed to Dr. Fletcher expressing concern about the status of future EEO programs in NASA. Dr. Fletcher asked that a representative group of these employees meet with him in person to discuss their concerns. A meeting was held on November 5, 1973, and the group discussed with Dr. Fletcher several recommendations to improve NASA's EEO program. The meeting was of benefit to all parties concerned, and Dr. Fletcher endorsed the recommendation that an established council or group of employees, including women and minorities, meet with him at least semiannually to discuss employees' views and concerns about EEO.

An appropriate management issuance was published on February 25, 1974, to establish the Advisory Group and set forth its objectives, membership, and procedures. The management issuance prescribed a nomination and election process and provided for three Advisory Group members from each of the following four groups: (1) minority female, (2) minority male, (3) nonminority female, and (4) nonminority male.

Nominations for members to serve on the Advisory Group were solicited from all employees during the week of March 4. Based on majority vote, 24 nominees were selected—six from each of the four groups mentioned above. Ballots with photographs of the nominees were distributed to employees on March 11. The results of the returns of 894 ballots, or about 60% of the eligible employee voters, were announced to all employees on March 15, 1974. The Group will be meeting at least monthly.

AFFIRMATIVE ACTION PROGRAM WORKSHOP

A proposal to conduct an Affirmative Action Program Workshop to further train EEO and personnel employees in the development and implementation of Affirmative Action Plans was presented to the March meeting of the NASA Equal Opportunity Council. The Council decided to postpone the workshop in order to concentrate on monitoring and developing better means of evaluating this year's Affirmative Action Plans. The workshop will be considered again at a summer meeting.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

REPORT ON NASA'S EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

I. EXTERNAL PROGRAMS

TECHNOLOGY TRANSFER SEMINAR

In an effort to facilitate the development of a successful minority business community, the Office of Minority Business Enterprise of the Department of Commerce is joining with the National Aeronautics and Space Administration in conducting a series of Technology Transfer Seminars across the country for the minority industrial community. NASA is presently identifying commercially viable technologies that offer the highest development and marketing potential.

The Pilot Technology Transfer Seminar was conducted in Washington, D.C. on June 4th and 5th, 1974. Invited participants included minority businesses, minority manufacturers, related service companies, national minority associations and organizations, minority consulting firms, and minority colleges and universities.

The objectives of the Technology Transfer Seminar were:

1. To provide information on selected innovations that characterize the many new NASA technology items which may be of particular interest to minority manufacturers and related service companies.

2. To describe how minority firms may gain access to NASA technology and how they may acquire technical assistance through the NASA Technology Utilization (TU) Program.

3. To describe NASA patent regulations and procedures by which NASA receives and evaluates solicited and unsolicited proposals.

The NASA Technology Utilization Program objectives are to:

1. Increase the return on the national investment in aerospace research and development by encouraging additional uses of the knowledge gained in those programs.

2. Shorten the time gap between the discovery of new knowledge and its effective use in the marketplace.

3. Aid the movement of new knowledge across industrial, disciplinary and regional boundaries.

4. Contribute to the knowledge of better means of transferring new knowledge from its points of origin to its points of potential use.

The principal thrust of NASA's TU Program is ensuring that new aerospace technology is brought to the attention of the industrial community. The pilot Technology Transfer Seminar was an effort to bring NASA technology specifically to the attention of minority businesses. The Pilot Seminar was managed by Evaluation Technologies, Inc., a minority business, in the Nation's Capital.

RESULTS OF PILOT SEMINAR

The pilot seminar provided an occasion for minority businessmen and Government and majority firms to meet and exchange ideas. Registration totaled 96 and included minority manufacturers and service companies, minority consulting firms, minority colleges or universities, and minority associations and organizations, including OMBE-funded organizations.

Speakers at the seminar representing NASA were Dr. Dudley G. McConnell, Assistant Administrator for Equal Opportunity Programs, and Mr. George J. Vecchietti, Assistant Administrator for Procurement. OMBE was represented by its Director, Alex Armendaris. Congressman Parren Mitchell addressed the opening session on Tuesday; the luncheon speaker was Mr. Barry Johnson, past Chairman of the Board of Directors of the National Association of Black Manufacturers (NABM). Wednesday's luncheon featured Rick Bela, General Counsel of the Latin American Manufacturers Association.

Staff and resources people for the workshops were drawn from NASA, both its Headquarters and its other facilities around the country, as well as from OMBE's Headquarters and regional offices. Additional support was provided by representatives from Rockwell International, Sears, and Martin-Marietta. Chairman of the seminar was Harrison Allen, Jr., Technology Utilization Engineer from NASA's Lewis Research Center in Cleveland, Ohio.

The scheduled activities were highly successful, according to the evaluation performed. The unscheduled activities—informal conversations, small conferences called as a result of participant interest and/or need, subsequent appointments set up—were equally successful, according to informal observations made by those involved in conducting the seminar. OMBE made a significant contribution to the seminar by arranging for the participation of industry representatives.

The accomplishment of purposeful meetings between individual minority businessmen and NASA staff and industry representatives did achieve the stated goals of the seminar participants. The seminar was, in the best sense, an occasion for NASA to demonstrate that minority business can "Look to Us."

CONTRACTOR COMPLIANCE REVIEWS PERFORMED DURING APRIL-JUNE 1974

Center	Type of review									Total
	Preaward			Postaward			Followup			
	April	May	June	April	May	June	April	May	June	
Ames				3		2				5
Goddard					3	4		4	1	12
Kennedy				6	3	2				11
Johnson				5	1					6
Marshall		1		4	1	2			2	10
NASA Pasadena				1	1	1	1	4	3	11
Langley				1	2	1	3			7
Lewis					2			1		3
Wallops									2	2
Total		1		20	13	12	4	9	8	67

NATIONAL AEROSPACE FELLOWSHIP PROGRAM

NASA initiated the National Aerospace Fellowship Program, a pilot project, to encourage women and members of minority groups to seek careers in engineering and certain scientific fields and to seek employment with NASA.

On April 15, 1974, arrangements were completed with seven colleges and universities to award 20 aerospace fellowships to students in their junior or senior year who are in the top third of their class and who have shown a potential for space related science or engineering. Each student receives \$2,500 for the academic year to cover tuition, fees, books, supplies and other education related costs.

Participating are:

School	Number of Fellowships
Bennett College, Greensboro, N.C. (predominantly black female)	2
Goucher College, Towson, Maryland (predominantly white female)	2
Howard University, Washington, D.C. (predominantly black coed)	4
Morehouse College, Atlanta, Ga. (predominantly black male)	2
New Mexico Highlands Univ., Las Vegas, N.M. (predominantly Spanish-speaking coed)	4
Southeastern State College of Oklahoma, Durant, Okla. (predominantly American Indian coed)	4
Spelman College, Atlanta, Georgia (predominantly black female)	2

During the summer, students work at NASA Centers of their choice where they are paid the prevailing rate for Federal summer interns.

Summer work assignments are:

Ames Research Center, California—Total 5

- 4 students from New Mexico Highlands University
- 1 student from Bennett College

Goddard Space Flight Center, Maryland—Total 9

- 1 student from Bennett College
- 2 students from Goucher College
- 4 students from Howard University
- 1 student from Morehouse College
- 1 student from Spelman College

Johnson Space Center, Texas—Total 4

- 4 students from Southeastern State College of Oklahoma

Langley Research Center, Virginia—Total 2

- 1 student from Morehouse College
- 1 student from Spelman College

Sex and Ethnic Background of the Students:

	American Indian	Black	Spanish-speaking	White	Total
Female.....		5	2	4	11
Male.....	1	5	1	2	9

RESEARCH PROGRAM AT UNIVERSITIES HAVING PREDOMINANTLY MINORITY ENROLLMENTS

Through its field centers, NASA is involved in a wide range of research activities pertaining to its specific mission in science and application. In addition to research conducted in-house at the NASA centers, a broad spectrum of research is sponsored at colleges and universities. Below is the current listing of minority universities and colleges which have received NASA grants to conduct research of mutual interest to them and the respective NASA centers:

Ames Research Center, California

- Bishop College
- Clark College
- Howard University
- Talladega College
- Xavier University

Goddard Space Flight Center, Maryland

- Alcorn State University
- Bowie State College
- Coppin State College
- D.C. Teachers College
- Delaware State College
- Federal City College
- Howard University
- Lincoln University
- Morgan State College
- North Carolina A&T State University
- University of Maryland, Eastern Shore
- Washington Technical Institute

Jet Propulsion Laboratory, California

- Florida A&M University
- North Carolina A&T State University
- Pan American University
- Southern University

Johnson Space Center, Texas

- Grambling College
- Jackson State College
- Pan American University
- Prairie View A&M University
- Southern University
- Texas Southern University
- Tuskegee Institute
- University of Arkansas, Pine Bluff

Kennedy Space Center, Florida

Bethune Cookman College
 Florida A&M University
 Kentucky State University
 Southern State College

Langley Research Center, Virginia

Bennett College
 Hampton Institute
 Norfolk State College
 North Carolina A&T State University
 Shaw University
 Virginia State College

Lewis Research Center, Ohio

Central State University
 Chicago State University
 Jackson State College
 Tennessee State University

Marshall Space Flight Center, Alabama

Alabama A&M University
 Alcorn State University
 Atlanta University
 Benedict College
 Dillard University
 Fisk University
 Grambling College
 Jackson State College
 Kentucky State University
 Mississippi Valley State College
 Morehouse College
 Oakwood College
 Paine College
 South Carolina State College
 Southern University
 Southern University, New Orleans
 Talladega College
 Tuskegee Institute
 Xavier University

Wallops Flight Center, Virginia

D.C. Teachers College
 Hampton Institute
 University of Maryland, Eastern Shore

NASA obligations to minority schools for the first ten months of Fiscal Year 1974 were \$1,597,000.

SUMMER INSTITUTE IN COMPUTER APPLICATIONS

The fifth Summer Institute in Computer Applications began on June 10, 1974. The ten-week program is being conducted by Bowie State College and NASA's Goddard Space Flight Center. The institute involves 16 students, selected jointly by Bowie State College and Goddard from eleven participating schools (Federal City College, D.C. Teachers College, Howard University, Bowie State College, Coppin State College, Morgan State College, Cheyney State College, Lincoln University, Delaware State College, University of Maryland—Eastern Shore, and Washington Technical Institute).

The students receive \$100 per week, tuition fees, and costs of transportation to Goddard from their respective schools and return. The computer course is provided by Goddard staff and occupies the first three weeks of the Institute. The course covers concepts of computer utilization, Fortran programming, and basic job control language. Once this training is completed, the students are assigned (in teams of two) to a Goddard advisor. Each team is assigned a specific problem which is real, achievable of solution, and of importance to NASA. The students participate in seminars at Goddard and visit other computer centers and government agencies in the Washington area.

The Institute provides the students an opportunity to accelerate academic experience, summer work experience and an opportunity to gain four college

credit hours. Dr. Carl Kirksey of Bowie State College is the Program Director and Mr. Hans Bremer, Head of Goddard's Computer Management Section is the Chairman of the Ad Hoc Committee for the Institute.

Sex and ethnic breakout of the students:

	Black	White	Total
Female.....	11		11
Male.....	4	1	5

SUMMER FACULTY FELLOWSHIP PROGRAM

Nine faculty members from minority colleges and universities in Delaware, the District of Columbia and Maryland are participating at the Goddard Space Flight Center in the fourth summer research program jointly sponsored by NASA and Morgan State College. The ten-week program which began on June 3, allows the faculty members to work on current research problems under technical direction of the Goddard staff. The objectives of the program are to further the professional knowledge of faculty members, to make use of the research and educational opportunities at Goddard, to stimulate an exchange of ideas between participants and NASA, and to enrich and refresh the research and teaching activities of the participants' institutions.

The research prospects range from management studies to highly technical investigations. All projects are of mutual interest to Goddard and the faculty members. The Program Director is Dr. Nathaniel Proctor of Morgan State College. Mr. James Mundy, Goddard Equal Opportunity Officer is NASA Co-director for the program.

Participating faculty members are:

- Ms. Valerie Bush, Delaware State College
- Dr. Clarence Carter, D.C. Teachers College
- Dr. Douglas Council, Bowie State College
- Dr. Herbert Farkas, University of Maryland—Eastern Shore
- Dr. Patrick McDermott, Coppin State College
- Mr. Andres Nelson, Jr., Washington Technical Institute
- Dr. Sylvan Pinsky, Coppin State College
- Mr. Henry Whitaker, Jr., Morgan State College
- Mr. Donald Williamson, Morgan State College.

SUMMER INSTITUTE IN BIOMEDICAL ENGINEERING

Howard University has been awarded a \$37,500 NASA grant in support of the third Summer Institute in Biomedical Engineering. The Institute, a nine-week program which began June 3, is a joint effort of Howard University and NASA's Goddard Space Flight Center.

The Institute addresses itself to pressing medical problems in the delivery of health care. Participants include medical doctors from Howard University's Center for Health Sciences, and from the Children's Hospital of Washington; technical advisors from Goddard Space Flight Center; and eight biomedically oriented engineering students representing seven different Universities: Brown University, Case Western Reserve University, Cornell University, Howard University, Rice University, Tougaloo College, and University of Pennsylvania.

Dr. Eugene M. DeLoatch, Associate Professor of Biomedical Engineering, School of Engineering, Howard University, is the program director. Student participants are working in teams of two.

Darwyn Parker of Arlington, Virginia, a senior at Brown University, works with Benico Barzilai of Chicago. Barzilai is a May graduate of Case-Western Reserve University. They concentrate on a problem in the clinical drainage of mucous experienced by cystic fibrosis patients. Advising them is Dr. Lucas Kulczycki of Children's Hospital. David R. Richell of Maryland, a senior at Cornell University, teams with Jeffrey C. Mazique of Washington, D.C., a May graduate of Brown University. The pair worked on dosimetry, as it is related to cancer of the cervix. Their advisors are Dr. V. Henschke and Dr. D. Mahan, Department of Radiotherapy, College of Medicine, Howard University.

A Howard University senior, Michelle D. Hoyte of Washington, D.C. and Matt Christiano of Fall River, Massachusetts, a senior at Rice University, are trying to develop a weight detection scheme for critically ill neonates and infants who

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MINORITY STRENGTH DISTRIBUTION SUMMARY—Continued

Installation	Total employees		Total minorities		Negro		Spanish American		American Indian		Oriental	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TEMPORARY PERSONNEL												
HQS	143	100.0	30	21.0	23	16.1	4	2.8				
Male	81	56.6	15	10.5	9	6.3	3	2.1			3	2.1
Female	62	43.4	15	10.5	14	9.8	1	0.7			3	2.1
ARC	95	100.0	21	22.1	6	6.3	1	1.1				
Male	62	66.7	9	14.6	5	8.1	4	6.4			6	6.5
Female	31	33.3	12	38.7	1	3.2	5	16.0			2	6.5
LERC	84	100.0	13	15.5	12	14.3						
Male	53	63.1	5	9.4	5	9.4						
Female	31	36.9	8	25.8	7	22.6						
LARC	149	100.0	32	21.5	30	20.1	1	0.7				
Male	98	65.8	21	14.1	20	13.4						
Female	51	34.2	11	17.4	10	15.7						
FRC	47	100.0	18	38.3	8	17.0	4	8.5				
Male	38	80.9	15	31.9	8	17.0	4	8.5				
Female	9	19.1	3	6.4	1	2.1						
GSFC	128	100.0	12	9.4	10	7.8						
Male	77	60.2	6	7.8	5	6.3						
Female	51	39.8	6	11.8	5	9.9						
WFC	24	100.0	8	33.3	8	33.3						
Male	15	62.5	6	25.0	6	25.0						
Female	9	37.5	2	8.3	2	8.3						
NAPO	2	100.0										
Male	1	50.0										
Female	1	50.0										
MSFC	174	100.0	37	21.3	36	20.7	1	0.6				
Male	133	76.4	14	10.5	14	10.5						
Female	41	23.6	11	26.8	11	26.8						
JSC	210	100.0	64	30.5	46	21.9	18	8.6	1	0.5	1	0.5
Male	168	51.4	35	16.7	25	11.9	7	3.3				
Female	102	48.6	29	28.4	21	20.6	11	10.7	1	0.9	1	0.9
KSC	99	100.0	15	15.2	13	13.1	2	2.0				
Male	73	73.7	10	13.6	8	10.8						
Female	26	26.3	5	19.2	5	19.2						
Total	1,553	100.0	250	16.1	194	12.5	35	2.3	3	0.2	17	1.1
Male	1,448	64.1	148	10.2	112	7.7	23	1.6	2	0.1	12	0.8
Female	414	35.9	102	24.6	82	19.8	13	3.1	1	0.2	5	1.2

PERMANENT AND TEMPORARY
PERSONNEL

HQS.....	1,734	100.0	16.6	258	14.9	18	1.0	12	7	.6
Male.....	1,079	37.2	5.7	75	4.3	13	.7	10	4	.7
Female.....	655	22.8	11.0	183	10.6	5	.3	2	2	.9
ARC.....	1,772	100.0	11.0	40	2.3	73	4.1	82	70	4.6
Male.....	1,442	81.4	8.6	23	1.3	58	.1	1	15	.7
Female.....	330	18.6	2.5	17	1.0	15	.8	12	15	.9
LERC.....	3,172	100.0	4.4	113	3.6	15	.3	15	13	.4
Male.....	2,375	88.2	3.5	85	2.7	11	.3	13	11	.4
Female.....	797	31.8	0.9	27	.9	4	.1	2	2	.2
LARC.....	3,503	100.0	6.4	207	5.9	7	.2	7	6	.2
Male.....	2,972	84.8	4.4	141	4.0	5	.1	5	6	.2
Female.....	531	15.2	2.0	66	1.9	2	.1	1	1	.2
FRC.....	467	100.0	9.6	19	3.6	16	3.0	12	10	2.3
Male.....	467	100.0	7.9	16	3.0	12	2.3	10	10	1.9
Female.....	64	13.7	1.7	3	.6	4	.8	2	2	.4
GSFC.....	3,936	100.0	7.1	214	5.4	23	.6	42	42	1.1
Male.....	3,171	80.6	5.2	144	3.7	22	.6	35	35	.9
Female.....	765	19.4	2.0	70	1.8	1	.2	7	7	.2
WFC.....	447	100.0	5.1	19	4.3	1	.2	2	2	.4
Male.....	382	85.5	3.6	13	2.9	1	.2	2	2	.4
Female.....	65	14.5	1.6	6	1.3	1	.2	1	1	.4
NAPO.....	39	100.0	17.9	6	1.3	1	.2	4	4	10.3
Male.....	26	66.7	5.1	2	.5	1	.2	2	2	10.3
Female.....	13	33.3	12.8	4	1.1	1	.4	2	2	1.1
MSFC.....	4,574	100.0	2.9	109	2.4	20	.4	4	4	.1
Male.....	3,861	84.4	2.0	70	1.5	19	.4	3	3	.1
Female.....	713	15.6	0.9	39	0.9	1	.1	1	1	.1
JSC.....	3,886	100.0	8.1	172	4.4	115	3.0	15	14	.4
Male.....	3,158	81.3	3.9	115	3.0	83	2.1	9	10	.3
Female.....	728	18.7	4.2	57	1.5	32	.8	6	4	.3
KSC.....	2,408	100.0	3.6	57	2.4	21	.9	6	6	.2
Male.....	1,975	82.0	2.5	35	1.5	19	.8	3	4	.1
Female.....	433	18.0	1.1	22	0.9	2	.1	2	2	.1
Total.....	26,007	100.0	6.7	1,210	4.7	306	1.2	30	199	.8
Male.....	21,334	82.0	4.3	720	2.8	243	.9	21	162	.6
Female.....	4,673	18.0	2.3	490	1.9	63	.2	9	37	.1

THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

PHYSICS 311

LECTURE 10

THE HARMONIC OSCILLATOR

1. INTRODUCTION

2. THE CLASSICAL HARMONIC OSCILLATOR

3. QUANTIZATION

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THE UNIVERSITY OF CHICAGO
LIBRARY

MINORITY STRENGTH DISTRIBUTION SUMMARY BY GRADE—PERMANENT PERSONNEL—Continued

Pay plan/grade	Percent of total	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
GS-05	3.2	784	100.0	101	12.9	85	10.8	11	1.4	1	.1	4	.5
Male	2.5	123	15.7	32	4.1	30	3.8	2	.3	1	.1	4	.5
Female	2.7	661	84.3	69	8.8	55	7.0	9	1.1	1	.1	1	.1
GS-07	3.9	977	100.0	124	12.7	98	10.0	11	1.1	1	.1	14	1.4
Male	1.0	470	48.1	59	6.0	39	4.0	10	1.0	1	.1	9	.9
Female	2.9	507	51.9	65	6.7	59	6.0	1	.1	3	.3	5	.5
GS-08	2.1	519	100.0	30	5.8	25	4.8	1	.2	3	.6	1	.2
Male	1.6	334	75.9	15	2.9	11	2.1	1	.2	3	.6	1	.2
Female	1.5	185	24.1	15	2.9	14	2.7	1	.2	1	.2	1	.2
GS-09	6.5	1,530	100.0	86	3.5	61	3.8	12	.7	1	.1	12	.7
Male	5.0	1,340	88.3	60	3.7	40	2.5	11	.7	1	.1	8	.5
Female	1.5	190	14.1	26	1.6	21	1.3	1	.1	1	.1	4	.3
GS-10	1.4	267	100.0	13	3.5	4	1.5	6	1.6	1	.3	3	.8
Male	1.1	350	55.4	11	3.0	2	.5	2	.5	1	.3	3	.8
Female	1.1	17	4.6	2	5.5	2	5.5	4	11.8	2	5.5	3	8.8
GS-11	9.2	2,689	100.0	118	3.2	79	3.5	24	1.1	2	.1	13	.5
Male	8.4	2,063	91.4	98	4.3	64	2.8	22	1.0	1	.1	11	.5
Female	0.8	597	8.6	20	4.9	15	2.7	2	.3	1	.1	2	.3
GS-12	14.1	3,511	100.0	160	4.6	101	2.9	34	1.0	1	.1	20	.6
Male	13.1	3,197	95.0	140	4.0	83	2.4	34	1.0	5	.1	18	.5
Female	21.2	5,274	5.0	20	6.6	18	5.5	1	.3	1	.1	2	.6
GS-13	20.9	5,192	100.0	187	3.5	117	1.3	57	1.1	6	.1	59	1.0
Male	20.9	5,192	100.0	187	3.5	117	1.3	57	1.1	6	.1	59	1.0
Female	1.4	102	1.9	4	1.1	3	1.1	1	.1	1	.1	1	.1

GS-14	12.1	2,999	100.0	82	2.7	27	.9	27	.9	2	.1	26	.9
Male	12.0	2,976	99.2	79	2.6	26	.8	26	.8	2	.1	26	.9
Female	7.5	1,823	100.0	3	1.1	2	.1	2	.3				
GS-15	7.4	1,849	99.6	24	1.3	7	.4	7	.4			11	.6
Male	6	158	100.0	4	1.3	6	.3	6	.4			11	.6
Female	6	158	100.0										
Subtotal GS	92.4	22,951	100.0	1,317	5.7	887	3.9	234	1.0	26	.1	170	.7
Male	75.3	16,753	81.5	824	3.6	482	2.1	184	.8	19	.1	139	.6
Female	17.1	4,238	18.5	493	2.1	405	1.8	50	.2	7		31	.1
Average GS grade		12.1		8.5		7.5		10.2		9.8		11.3	
AD	1.3	926	100.0	10.3	1.5	9.0		4.8		11.4		12.3	
Male	1.3	322	98.8	5.5	1.5	3	.9	4.8	.3	5.6		7.0	.3
Female		4	1.2	4	1.2	2	.6	1	.3			1	.3
ST		3	100.0	1	.3	1							
Male		3	100.0										
Female													
EX		10	100.0										
Male		10	100.0										
Female													
Subtotal, other	1.4	339	100.0	5	1.5	3	.9	1	.3	1		1	.3
Male	1.3	335	98.8	4	1.2	2	.6	1	.3			1	.3
Female			1.2	1	.3	1	.3						
Total	100.0	24,854	100.0	1,495	6.0	1,016	4.1	270	1.1	27	.1	182	.7
Male	82.9	20,594	82.9	995	4.0	608	2.4	220	.9	20	.1	150	.6
Female	17.1	4,259	17.1	497	2.0	408	1.6	50	.2	7		32	.1

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MINORITY ACTION COUNTS SUMMARY ACCESSIONS—PERMANENT PERSONNEL AGENCYWIDE

Installation	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
HQS	140	100.0	43	34.3	42	30.0	6	4.3				
Male	86	60.0	17	22.1	14	10.0						
Female	84	60.0	31	26.8	28	20.0	3	2.1				
ARC	48	100.0	19	41.2	2	4.2	3	6.3			5	10.4
Male	22	41.2	7	15.3			3	6.3			4	8.3
Female	26	41.2	12	25.9	2	4.2					1	2.1
LERC	73	100.0	9	12.2	8	10.8	1	1.4				
Male	31	34.3	3	8.1	5	6.8						
Female	42	41.2	6	14.1	3	4.1						
LARC	88	100.0	18	26.5	17	25.0	1	1.5				
Male	52	32.4	9	13.2	8	11.8						
Female	36	32.4	9	13.2	9	13.2						
FRC	11	100.0	2	14.3			2	14.3				
Male	11	78.6	1	7.1			1	7.1				
Female	3	21.4	1	7.1			1	7.1				
GSFC	149	100.0	32	21.5	27	18.1	2	1.3			3	2.0
Male	79	53.0	15	10.1	11	7.4					2	1.3
Female	70	47.0	17	11.4	16	10.7					1	.7
WS	3	100.0	2	66.7	2	66.7						
Male	3	100.0	2	66.7	2	66.7						
Female	2	66.7	1	50.0	1	50.0						
NAPD	1	100.0	1	100.0			1	100.0				
Male	1	100.0	1	100.0			1	100.0				
Female	1	100.0	2	20.0			1	10.0			1	10.0
MSTC	10	100.0	8	80.0								
Male	2	20.0	15	26.8	8	14.3	1	10.0			1	10.0
Female	8	80.0	6	60.0								
JSC	55	100.0	21	37.5	2	3.6	3	5.4				
Male	21	37.5	5	8.9	6	10.7	1	1.8				
Female	34	62.5	16	28.6	2	3.6	2	3.6				
KSC	52	100.0	14	26.9	9	17.3	3	5.8			1	1.8
Male	18	34.6	8	15.4	4	7.7	3	5.8			2	3.8
Female	34	65.4	6	11.5	5	9.6					1	1.9
Total	615	100.0	163	24.9	115	18.7	26	4.2			2	.3
Male	305	49.6	68	11.1	44	7.2	17	2.8			2	.3
Female	310	50.4	85	13.8	71	11.5	9	1.5			3	.5

MINORITY ACTION COUNTS SUMMARY BY CODE BLOCK ACCESSIONS—PERMANENT PERSONNEL AGENCYWIDE

Code block	Percent of total		Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
100—Trades and labor.....	58	100.0	15	25.9	11	19.0	3	5.2	1	1.7	1	1.7		
Male.....	57	98.3	14	24.1	10	17.2	3	5.2	1	1.7				
Female.....	1	1.7	1	1.7	1	1.7								
200—Support engr. non AST.....	8	100.0	1	12.5										
Male.....	6	75.0												
Female.....	2	25.0	1	12.5	1	2.9	1	2.9						
300—Technical support.....	35	100.0	3	8.6	1	2.9	1	2.9						
Male.....	31	88.6	3	8.6										
Female.....	4	11.4												
500—Cler and nonprof admin.....	263	100.0	75	28.5	63	24.0	8	3.0	2	.8	2	.8		
Male.....	14	5.3	7	2.7	7	2.7								
Female.....	249	94.7	68	25.9	56	21.3	8	3.0	2	.8	2	.8		
600—Prof. administrative.....	109	100.0	33	30.3	26	23.9	7	6.4						
Male.....	79	72.5	22*	20.2	16	14.7	6	5.5						
Female.....	30	27.5	11	10.1	10	9.2	1	.9						
700—AST scientific and engr.....	141	100.0	26	18.4	10	7.1	7	5.0						
Male.....	117	83.0	22	15.6	10	7.1	7	5.0						
Female.....	24	17.0	4	2.8	4	2.8								
800—Life sciences.....	1	100.0												
Male.....	1	100.0												
Female.....														
Professional code blocks.....	259	100.0	60	23.2	40	15.4	14	5.4						
Male.....	203	78.4	44	17.0	26	10.4	13	5.0						
Female.....	56	21.6	16	6.2	14	5.4	1	.4						
Nonprofessional code blocks.....	356	100.0	93	26.1	75	21.1	12	3.4	2	.6				
Male.....	102	28.7	24	6.7	18	5.1	4	1.1						
Female.....	254	71.3	69	19.4	57	16.0	8	2.2	2	.6				
Total.....	615	100.0	153	24.9	115	18.7	28	4.2	2	.3	10	1.6		
Male.....	305	49.6	68	11.1	44	7.2	17	2.8	2	.3	7	1.1		
Female.....	310	50.4	85	13.8	71	11.5	9	1.5	2	.3	3	.5		

MINORITY ACTION COUNTS SUMMARY BY GRADE ACCESSIONS—PERMANENT PERSONNEL AGENCYWIDE

Pay plan/grade	Percent of total	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
WB, Male	5.4	33	100.0	6	18.2	5	15.2	1	3.0				
WB, Female	5.4	33	100.0	6	18.2	5	15.2	1	3.0				
WG, Male	4.1	24	100.0	9	36.0	6	24.0	2	8.0			1	4.0
WG, Female	3.9	24	56.0	8	4.0	5	4.0	2	8.0			1	4.0
Male	9.2	58	100.0	15	25.9	11	19.0	3	5.2			1	1.7
Female	9.4	57	98.3	14	24.1	10	17.2	3	5.2			1	1.7
Subtotal, wage	9.3	57	1.7	1	1.7	1	1.7						
Male	1.6	10	100.0	8	80.0	8	80.0						
Female	1.6	10	100.0	8	80.0	8	80.0						
GS-01, Male	1.6	10	100.0	8	80.0	8	80.0						
GS-01, Female	1.7	107	3.7	31	29.0	25	23.4	3	2.8	2	1.9	1	.9
Male	16.7	4	96.3	1	28.0	1	22.4	3	2.8	2	1.9	1	.9
Female	16.7	103	100.0	12	20.7	10	17.2	2	3.4				
Male	3.7	4	6.9	3	5.2	3	5.2						
Female	8.8	54	93.1	9	15.5	7	12.1	2	3.4				
Male	8.8	54	100.0	13	23.2	9	16.1	3	5.4				
Female	2.7	23	41.1	4	7.1	3	5.4	1	3.0				
Male	2.4	33	58.9	9	16.1	6	10.7	2	3.0				
Female	8.3	51	100.0	12	23.5	11	21.6	1	2.0				
Male	2.3	14	27.5	5	9.8	4	7.8						
Female	5.0	37	72.5	7	13.7	7	13.7	1	4.5				
Male	3.6	22	100.0	8	36.4	7	31.8	1	4.5				
Female	3.2	21	4.5	1	4.5	1	4.5						
Male	12.8	79	95.5	17	31.8	6	27.3	1	4.5				
Female	12.8	61	100.0	23	16.5	13	16.5	6	7.6			4	5.1
Male	19.9	61	77.2	18	22.8	8	10.1	6	7.6			4	5.1
Female	2.9	18	22.8	5	6.3	5	6.3						

MINORITY ACTION COUNTS SUMMARY ACCESSIONS—PERMANENT PERSONNEL AGENCYWIDE

Installation	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
HQS	91	100.0	34	37.4	31	34.1	3	34.1				
Male	33	36.3	9	9.9	8	8.8	1	1.1				
Female	58	63.7	25	27.5	23	25.3	2	2.2				
ARC	23	100.0	5	21.7	1	4.3					4	17.4
Male	9	39.1	3	13.0							3	13.0
Female	14	60.9	2	8.7	1	4.3	1	1.6			1	4.3
LERC	61	100.0	8	13.1	7	11.5	1	1.6				
Male	40	65.6	6	9.8	5	8.2	1	1.6				
Female	21	34.4	2	3.3	2	3.3						
LARC	37	100.0	4	10.8	3	8.1	1	2.7				
Male	27	73.0	4	10.8	3	8.1	1	2.7				
Female	10	27.0										
FRC	3	100.0	1	33.3			1	33.3				
Male	3	100.0	1	33.3			1	33.3				
Female												
GSFC	86	100.0	21	24.4	19	22.1	2	2.3				
Male	43	50.0	9	10.5	7	8.1	2	2.3				
Female	43	50.0	12	14.0	12	14.0						
WS	2	100.0	2	100.0	2	100.0						
Male												
Female	2	100.0	2	100.0	2	100.0						
NAPO												
Male												
Female												
MSFC	4	100.0										
Male	4	100.0										
Female												
JSC	20	100.0	12	60.0	8	40.0	4	20.0				
Male	13	65.0	7	35.0	2	10.0	3	15.0				
Female	7	35.0	5	25.0	6	30.0	1	5.0				
KSC	29	100.0	10	34.5	6	20.7	3	10.3			1	3.4
Male	13	44.8	7	24.1	3	10.3	3	10.3				
Female	16	55.2	3	10.3	3	10.3						
Total	356	100.0	97	27.2	77	21.6	15	4.2			5	1.4
Male	185	52.0	44	12.4	28	7.9	12	3.8			1	1.3
Female	171	48.0	53	14.9	49	13.8	3	.8				

MINORITY ACTION COUNTS SUMMARY BY CODE BLOCK ACCESSIONS—PERMANENT PERSONNEL AGENCYWIDE

Code block	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
	Percent of total	Number	Percent	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Permanent Personnel												
100—Trades and labor.....	12.1	43	100.0	30	23.3	8	18.6	2	4.7			
Male.....	11.8	42	97.7	9	20.9	7	16.3	2	4.7			
Female.....	11.3	1	2.3	1	2.3	1	2.3					
200—Support engr. non ast.....	1.8	3	100.0									
Male.....	1.8	3	75.0									
Female.....	1.3	1	25.0									
300—Technical support.....	7.9	28	100.0	2	7.1	1	3.6					
Male.....	7.0	25	89.3	2	7.1	1	3.6					
Female.....	7.8	3	10.7									
500—Cler and non prof. admin.....	37.9	135	100.0	44	32.6	40	29.6	3	2.2			
Male.....	2.2	8	5.9	3	2.2	3	2.2					
Female.....	35.7	127	94.1	41	30.4	37	27.4	3	2.2			
600—Prof. administrative.....	16.9	60	100.0	21	30.0	18	30.0	3	5.0			
Male.....	11.8	42	70.0	14	23.3	11	18.7	3	5.0			
Female.....	5.1	18	30.0	7	11.7	7	11.7					
700—Ast. scientific and engr.....	23.9	85	100.0	20	23.5	10	11.8	7	8.2			
Male.....	18.0	64	75.3	16	18.8	6	7.1	7	8.2			
Female.....	5.9	21	24.7	4	4.7	4	4.7					
900—Life sciences.....	3.3	1	100.0									
Male.....	3.3	1	100.0									
Female.....												
Professional code blocks.....	42.1	150	100.0	41	27.3	28	18.7	10	6.7			
Male.....	30.9	110	73.3	30	20.0	17	11.3	10	6.7			
Female.....	11.2	40	26.7	11	7.3	11	7.3					
Nonprofessional code blocks.....	57.9	206	100.0	56	27.2	49	23.8	5	2.4			
Male.....	21.1	75	36.4	14	6.8	11	5.3	2	1.0			
Female.....	36.8	131	63.6	42	20.4	38	18.4	3	1.5			
Total.....	100.0	356	100.0	97	27.2	77	21.6	15	4.2			
Male.....	52.0	185	52.0	44	12.4	28	7.9	12	3.4			
Female.....	48.0	171	48.0	53	14.9	49	13.8	3	.8			

COUNSELING AND DISCRIMINATION COMPLAINT ADJUDICATION

NASA has a total of 81 counselors: 52 males and 29 females. The percentage of female counselors (35%) is higher than the female representation in the work force. A race and sex breakout of counselors follows:

Male		Female	
Black	20	Black	10
Caucasian	20	Caucasian	15
Spanish-surnamed	7	Spanish-surnamed	3
Oriental	5	Oriental	1
American Indian	0	American Indian	0

During the first six months of CY 1974, there were 163 pre-complaint counseling sessions NASA-wide. Table 1 shows a breakdown of these complaints by Centers along with the reason for the complaint. Forty-three of the complaints, or 26% were resolved as a result of counseling sessions.

Twenty-seven complaints reached the formal complaint stage during this six month period. These are broken down by Center and by reason in Table 2. Comparative statistics on CY 73 and CY 74 complaints are shown in Table 3.

TABLE 1.—SUMMARY OF NASA PRECOMPLAINT COUNSELING ACTIVITY, CALENDAR YEAR 1974

Installation	Complaint based on—					Total	Number of complaints resolved	Per centage of complaints resolved
	Color race	Religion	Sex	National origin	Age			
ARC	10		5	2		17	7	41
FRC	1		14	2		17	2	12
GSFC	2		5			7		0
HQs	5	3	9		1	18	6	33
JSC	13	1	26	2	1	43	17	40
KSC			3		1	4	0	0
LaRC	5		20			25	0	0
LeRC	6		1		2	9	3	33
MSFC	5		13	2 1/2	2 1/2	23	8	35
WS								
NaPO								
Total, NASA	47	4	96	8 1/2	7 1/2	163	43	26

¹ One complaint under 2 allegations (counted as 1/2 value each allegation).

TABLE 2.—NASA-WIDE SUMMARY OF FORMAL COMPLAINTS OF DISCRIMINATION FILED JAN. 1-JUNE 30, 1974

Installation	Complaint based on—					Total
	Age	Sex	Religion	Race/color	National origin	
ARC		1		2		3
FRC				1		1
GSFC		2				2
HQs	2	4	2	4		12
JSC		2 1/2		2 1/2	1	3
KSC						
LaRC				1		1
LeRC						
MSFC	2 1/2	2 1		3	2 1/2	5
WS						
NaPO						
Total	2 2 1/2	2 8 1/2	2	2 12 1/2	2 1 1/2	17

¹ Does not include 1 third-party allegation.

² 5 complaint filed under 2 allegations (counted as 1/2 value each allegation).

TABLE 3.—COMPARATIVE STATISTICS ON DISCRIMINATION COMPLAINTS

	Dec. 31, 1973	June 30, 1974
Number of active complaints.....	20	35
Acceptance stage.....	2	11
Under investigation.....	6	9
Adjustment.....	3	7
Hearing stage.....	7	6
Awaiting decision.....	2	2
	CY 1973	YTD 1974
Number of closed-out complaints.....	18	12
Cause.....	2	0
No cause.....	3	5
Withdrawals.....	6	6
Rejection.....	7	0
District court without decision.....	0	1
Number of complaints filed.....	35	27

**BIOGRAPHY OF DR. DUDLEY G. MCCONNELL, ASSISTANT ADMINISTRATOR
FOR EQUAL OPPORTUNITY PROGRAMS**

Dr. McConnell was born in New York City where he received his public school education and a B.S. degree in Mechanical Engineering from the City College of New York. He participated in the Army ROTC, served at the Aberdeen Proving Ground and left the service as a Captain.

Dr. McConnell joined NASA in October 1957 as an Aeronautical Research Engineer at the Lewis Research Center, Cleveland, Ohio, where he specialized in aerodynamics and thermodynamics. While there he earned a Master of Science degree in 1959 from Case Western University and a Doctor of Philosophy degree from that University in 1964.

During his 12 years at the NASA Lewis Research Center, Dr. McConnell was active in a number of human rights activities. He was a member of the Cleveland Congress of Racial Equality; participated in programs of Fair Housing, Inc. to effect integrated housing in the Cleveland area; was a counsellor to the Senior Teen Group of the Emmanuel Episcopal Church in the Hough area of Cleveland; served as a teacher-counsellor to Junior High Sunday School groups; served as Director of Publicity and later President of the Heights Citizens for Human Rights organization; wrote, produced and directed a theatrical montage depicting the struggle of Blacks for independence around the world; participated in the formation of a caucus of Black employees at the Lewis Center; and in 1968 developed and initiated the Cleveland "Buy-Black Campaign" in 1968 which published the first listing of Cleveland Black tradesmen, businessmen and retailers.

In 1969, Dr. McConnell received the Outstanding Young Man Award from the Junior Chamber of Commerce, Cleveland, Ohio, and in that same year received on behalf of the Heights Citizens for Human Rights Organization the Isaiah Award of the American Jewish Committee for its achievements in fostering understanding and respect among races and religions.

In September 1969, Dr. McConnell was assigned to NASA Headquarters as Assistant Executive Secretary in the Office of the Administrator. In that position he participated in several agency-wide policy studies. On July 21, 1971, he was appointed to the position of Director of NASA's Scientific and Technical Information Office, responsible for the overall management and administration of this major Headquarters program.

Dr. McConnell was appointed to the position of Assistant Administrator for Equal Opportunity Programs on April 16, 1973. Reporting directly to the Administrator, he is responsible for NASA's internal Equal Opportunity Program as well as the Contractor Compliance Program.

BIOGRAPHY OF DR. HARRIETT G. WOOD JENKINS, DEPUTY ASSISTANT
ADMINISTRATOR FOR EQUAL OPPORTUNITY PROGRAMS

Dr. Harriett Jenkins received her B.A. degree in mathematics from Fisk University, Nashville, Tennessee, her M.A. degree in education from the University of California, Berkeley, and began her career as an elementary school teacher in Berkeley. She was elevated to an elementary school Vice Principal and later became a Principal. During this time she served on a community committee that planned the successful desegregation of Berkeley schools.

Working her way up in the Berkeley school system, she served as Director of Elementary Education from 1964-1971. Besides supervising the Early Childhood Education Program and the implementation of all instructional programs at the elementary level, Dr. Jenkins was part of the Superintendent's central cabinet staff which implemented Berkeley's desegregation of its junior high and elementary schools. Berkeley was the first city in the nation with a sizeable minority population to desegregate its elementary schools with two-way busing.

During the summer of 1971 Dr. Jenkins was part of a University of California team of instructors called the Urban Task Force, which prepared student teacher interns to teach in urban school systems. In 1971 she was appointed Assistant Superintendent for Instruction, in which capacity she supervised and evaluated all principals in the district and administered 22 alternative modes of education for approximately 4000 students.

In 1973 Dr. Jenkins received a Doctor of Education degree from the University of California at Berkeley in Educational Administration. Among other activities, Dr. Jenkins served as Co-trainer at the National Training and Development Seminars for state and local government employees, and as a forum member of the 1970 President's White House Conference on Children. Before coming to NASA she was a Consultant to the Response to Educational Needs Project of the District of Columbia Public Schools, Anacostia Division.

THE NASA EQUAL OPPORTUNITY COUNCIL

The NASA Equal Opportunity Council met for the second time on June 3, 1974. It was agreed that the role of the Council was to: identify positive actions that should be taken; to review the progress of NASA's EO program; to implement programs within their authority; to inform Center line management; and to advise the Deputy Administrator and the Administrator on agency-wide programs.

The Council is considering means for NASA to encourage students to enter the engineering field.

The next meeting of the Council will center on the development of Affirmative Action Plans for FY 76. The meeting will be held in the Fall.

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION PANEL

The National Academy of Public Administration (NAPA) has been contracted to conduct a study of equal opportunity in NASA. The purposes of the study are to serve as a source of advice and counsel to NASA in considering future goals for the equal opportunity program; seek out ways in which the agency can strengthen the program; and to identify those equal opportunity approaches adopted by other organizations which might be applicable to NASA's needs. A list of the panel membership is attached. Completion of the study is targeted for the early part of 1975 when the agency will be considering goals for the coming fiscal year. Dr. Erasmus H. Kloman, Senior Research Associate of the Academy staff, is the Project Director.

The first meeting was held on June 7, 1974. Background material was circulated and the panel was briefed by senior officials of NASA regarding the current critical areas of equal opportunity and programs under way in NASA. The panel will meet several times and will also take part in a number of field center visits.

Members

Professor James A. Bayton, Panel Chairman,
Department of Psychology,
Howard University
Dr. Herman R. Branson, President,
Lincoln University

Ms. Aileen C. Hernandez,
Minority, Womens and Womens Rights Task Force Coordinator,
National Organization for Women

Mr. Ronald B. Lee, Director,
Marketing Analysis,
Xerox Corporation

Mr. William A. Medina, Chief,
Executive Development and Training Branch,
Office of Management and Budget

Ms. Caroline E. Robinson,
American Youth Action Organizations, Inc.

Dr. Andrew Schultz, Jr.,
School of Engineering,
Cornell University

Ms. Annmarie H. Walsh, Senior Staff,
Institute of Public Administration

HEADQUARTERS EEO ADVISORY GROUP

Since its establishment in March the elected Headquarters EEO Advisory Group which consists of twelve members representing minority and female as well as white male employees, has been meeting bi-monthly. The group is busy educating itself on personnel and discrimination complaint procedures and meeting the cognizant EEO and Personnel Officers.

During its first quarter of existence, the group has recommended that the Headquarters EEO Office be reorganized to report to the Associate Administrator of Center Operations where it would have more direct access to top management. This change was made. The group recommended that new EEO counselors be appointed and that the number of counselors be increased. Both these changes were recently made.

On June 21 the group met with Dr. Fletcher and Dr. Low to discuss EEO issues. The meeting went very well. All items on the agenda were either closed or were assigned to an office for action.

The group has also met with Col. Lawrence W. Vogel, Director of Headquarters Administration and Dr. Dudley McConnell, Assistant Administrator for Equal Opportunity Programs, to offer advice on Headquarters' related EEO issues.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

REPORT ON NASA'S EQUAL EMPLOYMENT OPPORTUNITY PROGRAM—OCTOBER 1974

INTRODUCTION AND SUMMARY

Following is the October 1974 Report on NASA's Equal Employment Opportunity. We are reporting on the follow-up to the Technology Transfer Seminar held in June 1974; establishment of Minority Business councils at each Center and their function; Summer Programs; the Federal Women's Program; a report on Counseling and Discrimination Complaint Adjudication and status of our permanent workforce.

Although NASA has declined in total strength we have through intensified recruiting efforts exceeded our goals for placing 80 professional minorities, 80 professional women and 136 non-professional minorities. Minorities are now 6.3% of the permanent workforce, which exceeds our goal of 6.1% by .2%.

The Appendices include three ADP runs. Two of the runs give detailed breakdowns of minority accessions, separations, promotions, downgrades, and quality increases for the third calendar quarter and for the period January 1, 1974 through September 30, 1974. The third run gives a breakdown of NASA's minority strength distribution as of September 30, 1974.

TECHNOLOGY TRANSFER

NASA's pilot technology transfer seminar program has been judged highly successful and a decision has been made to conduct six follow-on regional seminars during the current fiscal year. The pilot program has developed the potential for a much broader and more significant program than anticipated. The seminars have become the entry point to a viable business process based primarily in the private sector, with support and coordination from NASA and the Office of Minority Business Enterprise.

Tentative plans call for the first seminar in the new series to be held in Los Angeles around the first of the year. Other seminar sites under consideration are Boston, MA, New Orleans, LA, Atlanta, GA, and Chicago, IL.

MINORITY BUSINESS COUNCILS

During the past three years, the amount of activity in the minority business enterprise program within the Federal establishment and NASA has grown substantially. As a means of coordinating these activities and providing more effective assistance to minority businessmen, Dr. George M. Low, Deputy Administrator, by his letter dated July 18, 1974, established a Minority Business Enterprise Program Council at each NASA Center under the Chairmanship of the Center's Deputy Director. The purpose of the Councils is to assure execution of an effective minority business enterprise program. The function and activities of NASA's Minority Business Enterprise Program Council are defined as follows:

Purpose

A Minority Business Enterprise Program Council is to be established at each NASA Center and the Headquarters, to provide an advisory-planning activity to ensure a fully effective Minority Business Enterprise Program, in compliance with Executive Order 11625.

Composition

The Minority Business Enterprise Program Council shall be officially established by the Center Director. The Council membership is to include the Deputy Center Director as Chairman, the Directors of each principal Directorate and Program Office, the Procurement Officer, the Chief Counsel, the Equal Opportunity Officer, the Public Affairs Officer, the Small Business Specialist, the Minority Business Specialist, when so designated, and such other officials as the Center Director may assign. This latter category of membership may include those officials skilled in education and training matters. Additionally, an Executive Secretary will be designated and appropriate administrative support provided. The Council will meet on call of the Center Director, or its Chairman, and at least once each quarter.

FUNCTIONS

The Council will provide a central planning and reviewing authority to assist the Center Director in accomplishing a fully effective Minority Business Enterprise Program. The Council will participate in the development of related Center policy, establish meaningful program objectives and ensure that proper emphasis and support is provided by all elements of the installation, on a continuing basis. To this end, the Council will concern itself with the full range of program activities to include procurement, technical and management assistance, on-site minority business concessions, education and training, minority business community relations, and external program coordination. Specifically, the Council will be charged by the Center Director with the responsibility of developing, annually, a comprehensive Minority Business Enterprise Program Plan, maintaining its currency and evaluating progress towards its objectives on a quarterly basis.

ACTIVITIES

The Minority Business Enterprise Program Plan will provide for the Centers involvement in each facet of the program, with requisite specificity. Essentially, the plan and its associated efforts will include the following:

MINORITY BUSINESS PROCUREMENT PLAN

A detailed procurement plan to identify and develop specific procurement opportunities for minority firms. This will involve NASA prime contracting, subcontracting, and those procurements to be made under authority of Section 8(a) of the Small Business Act. The plan will further identify any particular efforts or arrangements which may be made to stimulate and facilitate minority business participation in direct NASA procurement opportunities and through the various subcontracting levels. Particular emphasis will be placed upon the Section 8(a) program, as the most feasible means for ensuring minority participation in NASA's procurement opportunities. Similar emphasis will be di-

rected toward ensuring that all NASA prime contractors and major subcontractors are active participants in NASA's Minority Business Enterprise Subcontracting Program. Implementation of the procurement plan will be closely monitored by the Council to ensure conformance with program objectives and established goals.

TECHNICAL AND MANAGEMENT ASSISTANCE

The Council will address itself to Center policy and its ability to provide particular assistance to minority firms in both the pre-contract and contract situation. This assistance may be provided by or coordinated with other Agencies, or may be provided solely by NASA. The Council will keep itself advised of the various minority business enterprise assistance programs which are available, to ensure their effective utilization through NASA, for and by its minority contractors.

MINORITY BUSINESS CONCESSIONS

This aspect of the program concerns the location and development of on-site business concessions for Minority entrepreneurs. The Council will develop and monitor the Center's plan for implementation of the Minority Concessions Program in conformance with published guidance and objectives. This activity will necessitate close coordination with the regional offices of other Government Agencies, including the Small Business Administration and the Office of Minority Business Enterprise, Department of Commerce. Additional instructions will be issued by NASA Headquarters as the Concessions program is developed.

EDUCATION AND TRAINING

The Council will provide for a program to ensure the education and training of NASA personnel in all aspects of the Minority Business Enterprise Program. Its principal purpose is to create an awareness and sensitivity to the requirements of the minority business program. In a broader sense, the Council will also consider the Center's potential for involvement in more formal education and training opportunities for minority businessmen and students in business related education programs. This may include direct or indirect involvement with educational institutions, government agencies or government contractors.

MINORITY BUSINESS COMMUNITY RELATIONS

The Council will ensure that careful consideration is given to the development and maintenance of viable, harmonious relations with the minority business community. This aspect of the Council's activities will ensure that effective procedures are followed in interfacing with minority business representatives to enhance their potential for participation in NASA's work. The Minority Business Enterprise Program Plan, and related Center directives, will be specific as to individual and organizational responsibilities, as well as the procedural aspects of the situation. Careful consideration shall be given to the qualifications and attitudes of individuals involved.

EXTERNAL PROGRAM COORDINATION

The Council will give full consideration to the need for developing effective coordination with local and regional agencies supporting the objectives of the minority business program. This will include the Center's active participation on the Minority Business Opportunity Committee (MBOC) of the Federal Executive Board, where available.

Minority business enterprise program plan

The Council will submit its Plan to the Center Director for approval before July 31 each fiscal year. The plan will support agency-wide program objectives and will be adjusted to accommodate specific program goals as may be additionally allocated by the NASA Headquarters. Copies of approved plans will be forwarded to the Deputy Administrator, the Associate Administrator, the Associate Administrator for Center Operations, the Assistant Administrator for Equal Opportunity Programs, and to the Assistant Administrator for Procurement, who has overall responsibility for NASA's Minority Business Enterprise Program.

Reports

The Council will keep the Center Director continuously informed of its principal activities. Additionally, the Council will submit to him, a summary progress report within the month following each six month period of the fiscal year. Copies of each semi-annual report will be provided the Headquarters in the same manner as the program plan.

GOALS AND TIMETABLES FOR CALENDAR YEAR 1974

In the third quarter of CY 1974 we accelerated our progress as a result of continued emphasis on the equal opportunity placement activities and the graduation of outstanding classes of college and high school students at the end of the normal school year. These efforts resulted in our exceeding the professional minority goal by 74%, the professional female goal by 135% and the non-professional minority goal by 19%. The hiring component of these placement efforts and the attrition experienced during this period has resulted in a total agency minority population of 6.3%. This exceeded the year end minority population goal of 6.1% by .2% or an increase of 33% over projected increase of .6% for the calendar year.

Progress through September is shown below:

	Actual September 30, 1974	End of calendar year goal	Fiscal year 1973 performance
Minority professional.....	139	80	28
Female professional.....	188	80	40
Minority nonprofessional.....	162	136	143

The following chart breaks out the full-time permanent civil service workforce by minorities and females in absolute numbers and percentages:

	Dec. 31, 1973		Sept. 30, 1974	
	Number	Percent	Number	Percent
PROFESSIONAL				
Total agency.....	15,535	100.0	15,419	100.0
Minorities.....	584	3.8	697	4.5
Female.....	842	5.4	918	6.0
NONPROFESSIONAL				
Total agency.....	10,147	100.0	9,579	100.0
Minorities.....	842	8.1	881	9.2
Female.....	3,475	34.2	3,394	35.4
TOTAL				
Total agency.....	25,682	100.0	24,998	100.0
Minorities.....	1,408	5.5	1,578	6.3
Female.....	4,317	16.8	4,312	17.2

MINORITY STRENGTH DISTRIBUTION SUMMARY

Installation	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
PERMANENT PERSONNEL												
HQS	1,615	100.0	288	16.6	241	14.9	16	1.0			11	0.7
Male	1,013	92.7	86	3.3	68	4.2	11	1.7			7	0.4
Female	1,602	100.0	182	11.3	173	10.7	5	0.3			4	0.2
ARC	1,667	100.0	195	11.0	33	2.0	68	4.0	2		83	4.9
Male	1,366	82.2	147	8.7	20	1.2	55	3.3	1		71	4.2
Female	3,301	17.8	39	2.3	13	0.8	13	0.8	1		12	0.7
LEPC	3,795	100.0	131	4.2	104	3.4	12	0.4			15	0.5
Male	2,749	88.8	108	3.4	84	2.7	12	0.4			12	0.4
Female	3,346	11.2	23	0.7	20	0.6					3	0.1
LARC	2,918	100.0	208	6.1	191	5.6	7	0.2	1		9	0.3
Male	2,493	85.5	145	4.3	131	3.8	5	0.1	1		8	0.2
Female	483	14.5	63	1.8	60	1.8	2	0.1			1	0.0
FRC	488	100.0	96	7.4	12	2.5	13	2.7	3		8	1.6
Male	432	88.5	29	3.9	9	1.8	9	1.8	3		8	1.6
Female	48	11.5	7	1.4	3	0.6	4	0.8				
GSFC	3,956	100.0	276	7.2	211	5.5	25	0.6	2		38	1.0
Male	3,423	81.0	198	5.1	139	3.6	24	0.6	2		33	0.9
Female	423	19.0	78	2.0	72	1.9	1	0.0			5	0.1
WFC	362	100.0	18	4.3	14	3.3	1	0.2	1		2	0.5
Male	362	100.0	18	4.3	14	3.3	1	0.2			2	0.5
Female	61	14.4	9	1.9	7	1.7						
NAPO	38	100.0	7	18.4	2	5.3	1	2.6	1		4	10.5
Male	28	88.4	2	5.3								
Female	12	31.6	5	13.2	2	5.3	1	2.6			4	10.5
MSEC	4,957	100.0	95	1.9	72	1.6	19	0.4	2		3	0.1
Male	3,694	85.9	28	1.7	44	1.0	18	0.4	1		2	0.1
Female	3,673	15.9	31	1.7	28	0.6					1	0.0
JSC	3,710	100.0	270	7.3	141	3.9	101	2.7	14		14	0.4
Male	3,082	83.1	179	3.9	102	2.7	78	2.1	9		10	0.3
Female	2,308	100.0	82	3.6	39	1.1	23	0.6	5		4	0.1
KSC	1,801	100.0	59	2.6	46	1.2	24	1.0	5		7	0.3
Male	1,407	87.5	23	1.0	18	0.8	21	0.9	5		5	0.2
Female	24,998	100.0	62	0.2	1,057	4.3	3	0.0	1		2	0.0
Total	20,686	82.8	1,048	2.1	654	2.5	287	1.1	30		194	0.8
Male	4,312	17.2	530	2.1	433	1.7	53	0.2	8		36	0.1
Female												

MINORITY STRENGTH DISTRIBUTION SUMMARY—Continued

Installation	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental		
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
TEMPORARY PERSONNEL													
HQS	59	100.0	18	30.5	14	23.7	3	5.1			1	1.7	
Male	34	57.6	9	15.3	7	11.9	2	3.4					
Female	25	42.4	9	15.3	7	11.9	1	1.7			1	1.7	
APC	31	100.0	7	22.6	3	9.7	3	9.7			1	3.2	
Male	21	67.7	5	16.1	2	6.5	2	6.5			1	3.2	
Female	10	32.3	2	6.5	1	3.2	1	3.2			2	6.5	
LERC	49	100.0	11	22.4	8	16.3	1	2.0			2	4.1	
Male	29	59.2	6	12.2	3	6.1	1	2.0			2	4.1	
Female	20	40.8	5	10.2	5	10.2							
LARC	84	100.0	21	25.0	19	22.6	1	1.2		1	1.2		
Male	59	70.2	12	14.3	11	13.1							
Female	25	29.8	9	10.7	8	9.5	1	1.2		1	1.2		
FRC	28	100.0	7	25.0	4	14.3	1	3.6			2	7.1	
Male	23	82.1	6	21.4	3	10.7	1	3.6			2	7.1	
Female	5	17.9	1	3.6	1	3.6							
GSFC	26	100.0	4	15.4	4	15.4							
Male	21	80.8	2	7.7	2	7.7							
Female	5	19.2	2	7.7	2	7.7							
WFC	13	100.0	5	38.5	5	38.5							
Male	10	76.9	3	23.1	3	23.1							
Female	3	23.1	2	15.4	2	15.4							
NAPO	2	100.0											
Male	1	50.0											
Female	1	50.0											
MSFC	137	100.0	14	10.2	12	8.8	1	.7			1	.7	
Male	105	76.6	6	4.4	5	3.6	1	.7					
Female	32	23.4	8	5.8	7	5.1					1	.7	
JSC	129	100.0	20	15.5	10	7.8	10	7.8					
Male	64	49.6	10	7.8	4	3.1	6	4.7					
Female	65	50.4	10	7.8	6	4.7	4	3.1					
KSC	54	100.0	7	13.0	7	13.0							
Male	54	100.0	3	5.6	3	5.6							
Female	41	75.9	4	7.4	4	7.4							
Total	612	100.0	114	18.6	86	14.1	20	3.3		1	.2	7	1.1
Male	408	66.7	52	10.1	43	7.0	14	2.3			5	.8	
Female	204	33.3	62	8.5	43	7.0	6	1.0		1	.2	2	.3

PERMANENT AND TEMPORARY PERSONNEL

HOS	1,674	286	17.1	255	15.2	19	1.1	12	7
Male	1,047	95	4.7	75	4.5	13	8	7	4
Female	627	191	11.4	180	10.8	6	4	5	3
ARC	1,718	193	11.2	36	2.1	71	4.1	84	4.9
Male	1,407	152	6.8	22	1.3	57	3.3	72	4.2
Female	311	41	2.4	14	0.8	14	0.8	12	0.7
LERC	3,144	112	4.5	87	2.8	13	0.4	17	1.5
Male	2,778	114	3.6	87	2.8	13	0.4	14	1.4
Female	366	28	9	25	0.8	3	0.4	3	0.4
LARC	3,495	229	6.6	210	6.0	8	0.2	9	1.2
Male	2,977	157	4.5	142	4.1	6	0.2	8	0.2
Female	518	72	2.1	68	1.9	2	0.1	1	0.2
FRC	516	43	8.3	16	3.1	14	2.7	10	1.9
Male	455	35	6.8	12	2.3	10	1.9	10	1.9
Female	61	8	1.6	4	0.8	4	0.8	3	0.9
GSFC	3,882	280	7.2	215	5.5	25	0.6	38	1.0
Male	3,144	200	5.2	141	3.6	24	0.6	33	0.9
Female	738	80	2.1	74	1.9	1	0.2	5	0.5
WFC	436	23	5.3	19	4.4	1	0.2	2	0.5
Male	372	13	3.0	10	2.3	1	0.2	2	0.5
Female	64	10	2.3	9	2.1	1	0.2	4	1.0
NAPO	40	7	17.5	2	5.0	1	2.5	4	10.0
Male	27	2	5.0	2	5.0	1	2.5	4	10.0
Female	13	5	12.5	84	1.9	1	0.4	4	0.1
MSFC	4,504	110	2.4	49	1.1	20	0.4	4	0.1
Male	3,799	71	1.6	35	0.8	19	0.4	2	0.2
Female	705	39	9	14	3.9	1	0.9	2	0.9
JSC	3,839	280	7.6	151	3.9	111	2.9	14	0.4
Male	3,146	209	5.4	106	2.8	84	2.2	10	0.3
Female	693	81	2.1	45	1.2	27	0.7	4	0.1
KSC	2,362	89	3.8	53	2.2	24	1.0	7	0.2
Male	1,942	52	2.6	31	1.3	21	0.9	5	0.2
Female	420	27	1.1	22	0.9	3	0.1	2	0.2
Total	25,610	1,632	6.6	1,153	4.5	307	1.2	201	0.6
Male	21,094	1,110	4.3	677	2.6	288	1.0	183	0.6
Female	4,516	522	2.3	476	1.9	59	0.2	38	0.1

UNITED STATES GOVERNMENT
 OFFICE OF PERSONNEL MANAGEMENT
 WASHINGTON, D. C. 20535

MINORITY STRENGTH DISTRIBUTION SUMMARY BY CODE BLOCK

Code block	Percent of total	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
PERMANENT PERSONNEL													
100—Trades and labor.....		6.3	1,583	100.0	176	11.1	124	7.8	39	2.5	1	0.1	8
Male.....		6.3	1,567	99.0	173	10.9	122	7.7	39	2.5	1	.1	8
Female.....		.1	16	1.0	3	.2	2	.1					.1
200—Professional S. & E. Non AST.....		.7	185	100.0	9	4.9	4	2.2	3	1.6			1
Male.....		.7	174	94.1	5	2.7	1	1.6	3	1.6			1
Female.....			11	5.9	4	2.2	3	1.6					.5
300—Technical support.....		17.5	4,376	100.0	208	4.8	137	3.1	46	1.1	6	.1	19
Male.....		17.1	4,278	97.8	199	4.5	129	2.9	45	1.0	6	.1	19
Female.....		.4	98	2.2	9	.2	8	.2	1				.4
500—Clerical and nonprofessional administration.....		14.5	3,620	100.0	497	13.7	417	11.5	52	1.4	6	.2	22
Male.....		1.4	430	9.4	84	2.3	79	2.2	4	.1	1		4
Female.....		13.1	3,280	90.6	413	11.4	338	9.3	48	1.3	5	.1	17
600—Professional administration.....		14.2	3,548	100.0	206	5.8	151	4.3	34	1.0	5	.1	17
Male.....		11.9	2,968	83.7	147	4.1	968	3.0	32	.9	3	.1	9
Female.....		2.3	580	16.3	59	1.7	46	1.3	2	.1	2	.1	8
700—Professional S. & E. AST.....		46.6	11,644	100.0	481	4.1	233	2.0	113	1.0	12	.1	123
Male.....		45.3	11,326	97.3	439	3.8	197	1.7	111	1.0	11	.1	120
Female.....		1.3	318	2.7	42	.4	36	.3	2		1		3
900—Professional life sciences.....		.2	42	100.0	1	.2	1	.2					
Male.....		.1	33	78.6	1	.2	1	.2					
Female.....		.1	9	21.4									
Professional code blocks.....		61.7	15,419	100.0	697	4.5	389	2.5	150	1.0	17	.1	141
Male.....		58.0	14,501	94.0	592	3.8	304	2.0	146	.9	14	.1	128
Female.....		3.7	918	6.0	105	.7	85	.6	4		3		13
Nonprofessional code blocks.....		38.3	9,579	100.0	881	9.2	678	7.1	187	1.4	13	.1	53
Male.....		24.7	6,185	64.6	456	4.8	330	3.4	88	.6	8	.1	30
Female.....		13.6	3,394	35.4	425	4.4	348	3.6	99	.7	5	.1	23
Total.....		100.0	24,998	100.0	1,578	6.3	1,067	4.3	287	1.7	20	.1	194
Male.....		82.8	20,686	82.8	1,048	4.2	634	2.7	234	.9	19	.1	158
Female.....		17.2	4,312	17.2	530	2.1	433	1.7	53	.2	8	.1	36

MINORITY STRENGTH DISTRIBUTION SUMMARY BY GRADE—PERMANENT PERSONNEL

Pay plan/grade	Percent of total	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
WB	0.2	42	100.0	9	21.4	7	16.7	2	4.8				
Male		42	100.0	9	21.4	7	16.7	2	4.8				
Female	.2												
WD		5	100.0										
Male		5	100.0										
Female													
WG	5.2	1,291	100.0	153	11.9	109	8.4	33	2.6			11	0.9
Male	5.1	1,275	98.8	150	11.6	107	8.3	33	2.6			10	.8
Female	.1	16	1.2	3	2.3	2	1.5					1	.1
WL	.4	97	100.0	5	5.2	3	3.1	1	1.0				
Male		97	100.0	5	5.2	3	3.1	1	1.0				
Female													
WS	.6	148	100.0	9	6.1	5	3.4	3	2.0			1	.7
Male		148	100.0	9	6.1	5	3.4	3	2.0			1	.7
Female													
Subtotal, wage	6.3	1,583	100.0	176	11.1	124	7.8	39	2.5			12	.8
Male	6.3	1,567	99.0	173	10.9	122	7.7	39	2.5			11	.7
Female	.1	16	1.0	3	2.1	2	1.3					1	.1
GS-01		35	100.0	11	31.4	11	31.4						
Male		34	97.1	11	31.4	11	31.4						
Female	.1	1	2.9										
GS-02	.9	220	100.0	77	35.0	69	31.4	5	2.3			3	1.4
Male	.7	144	20.0	10	4.5	7	3.2	1	0.5			2	.9
Female	.2	176	80.0	67	30.5	62	28.2	4	1.8			1	.5
GS-03	1.8	442	100.0	103	23.3	92	20.8	9	2.0			1	.2
Male		442	100.0	103	23.3	92	20.8	9	2.0			1	.2
Female													
GS-04	2.7	368	83.3	76	17.2	65	14.7	9	2.0			1	.2
Male	2.6	311	100.0	108	16.1	86	12.8	17	2.5			4	.6
Female	.1	57	15.4	42	11.5	39	5.8	2	0.3			1	.1
GS-05	5.1	1,286	100.0	120	9.5	88	7.0	15	1.2			12	.9
Male	5.1	1,286	100.0	120	9.5	88	7.0	15	1.2			12	.9
Female													
GS-06	4.4	1,097	86.7	50	3.9	42	3.3	6	0.5			2	.2
Male	3.1	773	100.0	99	12.8	85	11.0	11	1.2			3	.3
Female	1.3	324	29.7	51	15.7	46	14.3	5	1.5			1	.3
GS-07	2.6	657	83.7	33	5.0	32	4.9	1	0.1			4	.6
Male	1.9	479	100.0	27	5.6	26	5.4	1	0.2			4	.8
Female	.7	178	27.1	6	3.4	6	3.4						
GS-08	2.1	517	100.0	27	5.2	27	5.2	2	0.4			3	.6
Male	1.6	360	75.4	18	5.0	18	5.0	2	0.6			3	.8
Female	.5	127	24.6	15	2.9	14	2.7					1	.2

MINORITY STRENGTH DISTRIBUTION SUMMARY BY GRADE—Continued

Pay plan/grade	Percent of total		Total minority		Negro		Spanish American		American Indian		Oriental	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
GS-09	1,601	100.0	90	5.6	63	3.9	11	.7	2	.1	14	.9
Male	1,383	85.1	60	3.7	39	2.4	9	.6	1	.1	11	.7
Female	1,238	14.9	30	1.9	24	1.0	2	.1	1	.1	3	.2
GS-10	3,381	100.0	13	3.4	4	1.0	5	1.3	1	.3	4	1.0
Male	360	94.5	10	2.6	2	.5	5	1.3			3	.8
Female	21	5.5	3	.8	2	.5					1	.3
GS-11	2,282	100.0	127	5.6	87	3.7	27	1.2	3	.1	13	.6
Male	2,082	91.2	105	5.0	67	3.1	25	1.1	2	.1	11	.5
Female	200	8.8	22	1.6	20	.9	2	.1	1	.1	2	.1
GS-12	3,566	100.0	190	4.0	102	2.9	32	.9	6	.2	20	.6
Male	3,323	94.5	139	4.0	83	2.4	32	.9	6	.2	18	.5
Female	243	6.8	51	1.6	19	.5					2	.1
GS-13	5,299	100.0	161	3.0	71	1.4	59	1.1	5	.1	54	1.0
Male	5,188	98.1	135	2.6	64	1.3	59	1.1	5	.1	54	1.0
Female	111	2.1	26	.5	7	.1					1	.0
GS-14	3,022	100.0	83	2.7	35	.9	27	.9	3	.1	27	.9
Male	3,007	99.2	80	2.6	34	.8	27	.9	3	.1	26	.8
Female	15	.5	3	.1	1	.0					1	.0
GS-15	1,885	100.0	25	1.3	8	.4	7	.4			10	.5
Male	1,877	99.5	25	1.3	8	.4	7	.4			10	.5
Female	8	.4										
GS-16	153	100.0										
Male	153	100.0										
Female												
Subtotal, GS	23,068	100.0	1,397	6.1	940	4.1	287	1.2	29	.1	181	.8
Male	18,777	81.4	872	3.8	511	2.2	194	.8	21	.1	146	.6
Female	4,291	18.6	525	2.3	429	1.9	93	.4	8	.0	35	.2
Average grade	11.0		8.4		7.4		10.3		10.0		11.0	
Male	12.1		10.2		9.1		14.5		11.5		12.0	
Female	6.1		5.5		5.5		4.8		6.0		6.8	
AD	332	100.0	6	1.5	3	.9	1	.3			1	.3
Male	327	98.5	5	1.5	2	.6						
Female	5	1.5	1	.3	1	.3						
ST	3	100.0			2							
Male	3	100.0										
Female												
FX	12	100.0										
Male	12	100.0										
Female												
Subtotal, other	347	100.0	5	1.4	3	.9	1	.3			1	.3
Male	347	98.6	3	.9	2	.6						
Female			2	.6	1	.3						
Total	24,993	100.0	1,578	6.3	1,067	4.3	287	1.1	30	.1	194	.8
Male	20,889	82.8	1,048	4.2	634	2.5	227	.9	22	.1	158	.6
Female	4,312	17.2	530	2.1	433	1.7	53	.2	8	.0	36	.1

MINORITY ACTION COUNTS SUMMARY—ACCESSIONS

Installation	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
MOS	216	100.0	67	31.0	57	26.4	8	3.7			2	0.9
Male	91	42.1	22	24.2	18	19.8	4	4.4				
Female	125	57.9	45	36.0	39	31.3	4	3.2				
ARC	83	100.0	25	30.1	3	3.6			1	1.2		
Male	41	49.4	13	31.7								
Female	42	50.6	12	28.6								
LERC	118	100.0	18	15.3	15	12.7	2	1.7				
Male	69	58.5	11	9.3	6	5.1						
Female	49	41.5	7	5.9	9	7.6						
LARC	157	100.0	37	23.6	33	21.0	1	.6			1	.6
Male	114	72.6	22	14.0	18	11.5						
Female	43	27.4	15	9.6	15	9.6						
FRC	32	100.0	6	18.8	2	6.3	4	12.5				
Male	21	65.6	3	9.4	1	3.1	2	6.3				
Female	11	34.4	3	9.4	1	3.1	2	6.3				
GSFC	286	100.0	58	20.3	49	17.1	5	1.7			4	1.4
Male	135	47.2	24	8.4	16	5.6						
Female	151	52.8	34	11.9	33	11.5	5	1.7			3	1.0
WFC	13	100.0	5	38.5	5	38.5					1	7.7
Male	7	53.8	5	38.5	5	38.5						
Female	6	46.2	1	7.7								
NAPO	2	100.0	1	50.0			1	50.0				
Male	1	50.0										
Female	1	50.0										
MSCC	33	100.0	4	12.1	2	6.1	1	3.0	1	3.0		
Male	14	42.4	1	3.0	1	3.0						
Female	19	57.6	3	9.1	1	3.0	1	3.0	1	3.0		
NSTL												
Male												
Female												
JSC	119	100.0	38	31.9	23	19.3	13	10.9	1	.8	1	.8
Male	69	58.0	26	20.1	15	12.6	10	8.4				
Female	50	42.0	12	10.1	8	6.7	3	2.5	1	.8	1	.8
KSC	30	100.0	12	40.0	12	40.0						
Male	27	90.0	22	26.5	6	7.2	7	8.4			2	3.6
Female	3	10.0	4	16.9	6	7.2						
Total	1,137	100.0	280	24.6	201	17.7	50	4.4	3	.3	26	2.3
Male	613	53.9	136	12.0	81	7.4	16	1.4			18	1.6
Female	524	46.1	144	12.7	117	10.3	34	3.0	3	.3	8	.7

MINORITY ACTION COURTS SUMMARY BY CODE BLOCK ACCESSIONS

Code block	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
100--Trades and labor												
Male	82	100.0	21	25.6	14	17.1	6	7.3			1	1.2
Female	81	98.8	20	24.7	13	15.9	6	7.3			1	1.2
200--Support Engr Non Ast.												
Male	10	100.0	2	1.2	1	1.2	1	10.0			1	10.0
Female	8	80.0	1	10.0								
300--Technical support												
Male	95	100.0	19	20.0	11	11.6	3	3.2			5	5.3
Female	89	92.6	18	18.9	10	10.5	3	3.2			5	5.3
500--Clerical and Nonprofession administrative												
Male	421	100.0	122	29.0	101	24.0	14	3.3	2	.5	5	1.2
Female	273	64.5	111	26.8	11	2.9						
600--Profession administrative												
Male	388	94.5	111	28.8	91	21.4	14	3.7	2	.5	5	1.3
Female	194	100.0	55	27.5	42	21.6	11	4.6				
700--Ast Scientific and engineering												
Male	155	65.6	55	16.3	39	9.8	2	1.0			1	.5
Female	39	30.4	25	18.2	19	9.9	15	4.2	1	.3	12	3.9
Total	333	100.0	84	18.2	57	8.7	15	4.2			12	3.6
900--Life sciences												
Male	276	100.0	54	19.2	37	13.4	15	4.5	1	.3	1	.3
Female	7	2.5	8	2.4	6	1.8						
Professional code blocks												
Male	539	100.0	118	21.9	75	13.9	27	5.0	1	.2	15	2.8
Female	231	78.1	87	16.1	50	9.3	25	4.6			12	2.2
Nonprofessional code blocks												
Male	178	21.9	91	16.8	25	4.6	2	.3	2	.3	13	1.8
Female	518	100.0	182	27.1	126	21.7	23	3.8	1	.3	6	1.0
Total	1,197	100.0	1,113	18.9	751	12.4	49	2.3	2	.3	19	2.3
Male	1,197	100.0	1,113	18.9	751	12.4	49	2.3	2	.3	19	2.3
Female	524	46.1	144	12.7	84	7.4	34	3.0	3	.3	26	2.3
Total	524	46.1	144	12.7	84	7.4	34	3.0	3	.3	18	1.6
Male	524	46.1	144	12.7	84	7.4	34	3.0	3	.3	18	1.6
Female	524	46.1	144	12.7	84	7.4	34	3.0	3	.3	18	1.6

MINORITY ACTION COUNTS SUMMARY BY GRADE ACCESSIONS—Continued

Pay plan/grade	Total employees		Total minority		Negro		Spanish American		American Indian		Oriental	
	Number	Percent of total	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
GS-11.....	51	4.5	14	27.5	10	19.6	2	3.9			2	3.9
Male.....	43	3.8	10	19.6	6	11.8						
Female.....	8	0.7	4	7.8	4	7.8	2	3.9			2	3.9
GS-12.....	68	6.0	7	10.3	5	8.8					1	1.5
Male.....	58	5.1	6	8.8	5	7.4						
Female.....	10	0.9	1	1.5	1	1.5						
GS-13.....	74	6.5	12	16.2	6	8.1	4	5.4			2	2.7
Male.....	64	5.5	9	12.2	4	5.4					1	1.4
Female.....	10	0.9	3	4.1	2	2.7						
GS-14.....	25	2.2	2	8.0	2	8.0						
Male.....	21	1.8	2	8.0								
Female.....	4	0.4										
GS-15.....	33	2.9										
Male.....	33	2.9										
Female.....												
Subtotal-GS.....	1,034	90.9	255	24.7	184	17.8	43	4.2	3	0.3	25	2.4
Male.....	514	45.2	114	11.0	70	6.8	27	2.6			17	1.6
Female.....	520	45.7	141	13.6	114	11.0	16	1.5	3	0.3	8	0.8
Average GS grade.....	6.6		5.5		5.2		6.3		4.3		7.0	
Male.....	8.9		7.3		7.0		7.9				7.5	
Female.....	4.3		4.1		4.0		3.7		4.3		5.7	
Ex.....	3	0.3										
Male.....	3	0.3										
Female.....												
AD.....	18	1.6	4	22.2	3	16.7	1	5.6				
Male.....	15	1.3	2	11.1	1	5.6						
Female.....	3	0.3	2	11.1	2	11.1	1	5.6				
Subtotal.....	21	1.8	4	19.0	3	14.3	1	4.8				
Male.....	18	1.6	2	9.5	1	4.8						
Female.....	3	0.3	2	9.5	2	9.5	1	4.8				
Total.....	1,137	100.0	280	24.6	201	17.7	50	4.4	3	0.3	26	2.3
Male.....	613	53.9	136	12.0	84	7.4	34	3.0			18	1.6
Female.....	524	46.1	144	12.7	117	10.3	16	1.4	3	0.3	8	0.7

UNIVERSITY OF MICHIGAN LIBRARY

SUMMER FACULTY PROGRAMS

Johnson Space Center

Johnson Space Center conducted a Summer Faculty Program in management and administration to include three minority colleges. Information about the individuals selected to participate and their summer assignments follows: Henry L. Cyrus, Jr., Instructor of Economics, Prairie View A&M University, Department of Economics & Geography.

Assigned to the Operations Analysis Office, Space Shuttle Resources Management Office. The summer project was a review of the economic structure of the aerospace industry with emphasis on factors which could affect the Shuttle Program. Clinnon Harvey, Instructor of Mathematics, Prairie View A&M University, Department of Mathematics.

Assigned to the Mission Planning and Analysis Division to verify and evaluate the quotations used in the Mission Design and Analysis Subsystem (MDAS), Vincent H. Jones, Associate Professor of Accounting, Southern University, College of Business.

Assigned to the Shuttle Spacecraft Contract Administration Section, Shuttle Spacecraft Procurement Branch. The assignment was to study the impact of escalation/inflation on the Space Shuttle Orbiter Project. Charles R. Strong, Ph.D., CPA, Associate Professor of Business, Pan American University, School of Business.

Assigned to the Cost and Property Accounting Branch within the Financial Management Division to study the reporting of Government owned fixed assets held by NASA contractors. The primary objective was to develop the means to integrate this reporting into the new interactive accounting system at JSC. James M. Wilson, Ph.D., Associate Professor of Management, Pan American University, School of Business Administration.

Assigned to the Management Analysis Office where two separate projects were performed. The first involved the study and measurement of productivity of NASA personnel at JSC. The other project was an examination and evaluation of the Management Development Program conducted at JSC by the University of Houston.

The purpose of the program was to establish continuing institutional relationships between each of the universities and the Johnson Space Center. The program contemplated working with minority universities in terms of areas of mutual interest. The comments of the supervisors and the summer faculty appointees were enthusiastic and positive. The organizations expressed the opinion that they benefited directly from the activities of the appointees; and the appointees felt their experiences to be very valuable to them personally and to their home schools and their students. The initial effort with this program has demonstrated that it can be an effective means of providing the universities with a first hand knowledge of the Johnson Space Center work experience; of carrying out various projects requiring a high level of expertise; and also of exposing Johnson Space Center management personnel to the ideas and challenges from the university environment pertinent to management tools and techniques.

Johnson Space Center plans to develop continuing and on-going relationships with appropriate departments in the universities. These departments typically would include business, public administration, industrial engineering, law and related areas.

Kennedy Space Center

The following persons participated in Summer Faculty Programs at this Center during CY 1974:

Dr. Warren Morgan, Vice President for Student Affairs, Florida A&M University. Dr. Morgan developed a concept paper for use in planning seminars for University Officials at KSC. He also assisted in the development of new and improved methods for reaching the minority graduate.

Dr. J. Gregory Marlins, Professor of Biological Science, Bethune-Cookman College. Dr. Marlins assisted in the Public Affairs Office of Education in the designing of teachers education materials in biology as related to Space Exploration.

Dr. George Zobrist, Professor of Electrical Engineering, University of South Florida. Dr. Zobrist worked as an Electronics Engineer in the Directorate of Design Engineering. He assisted in the development of software systems.

Marinus LaTour, Professor, College of Engineering at the University of Florida. Professor LaTour worked as an Electronics Engineer for the Directorate of Unmanned Launch Operations at this Center.

Donald Colby, Director Student Careers and Employment, and Co-op Program Coordinator, University of South Florida. Mr. Colby worked as a Personnel Staffing Specialist, assisting the Personnel Office in its College Recruitment Program.

Ms. Floris Johnson, Teacher, Titusville High School. Ms. Johnson was employed as an Employee Development Specialist. She was assigned to special projects in the Personnel Management Office.

Ms. Beecher Whisenant, Teacher, Rockledge High School. Ms. Whisenant was employed as an Employee Development Specialist and performed the duties of counselor for all student summer hires at this Center.

Stanley Kahl, Teacher, Meritt Island High School. Mr. Kahl was employed as an Employee Development Specialist. He prepared and set up training programs for summer hires.

SUMMER EMPLOYMENT PROGRAM

During the summer millions of American Youth enter the labor market. Many of these young people are economically disadvantaged and need employment to provide living essentials and an opportunity to continue their education in the fall. All of them are seeking a meaningful work experience. NASA participates actively in the Federal Summer Employment for Youth.

There are essentially four components to NASA's Summer program: Needy Youth; College Students with CSC Summer Exam Ratings; Federal Summer Interns; Graduate Students and Faculty Members. In the Summer of 1974 there were hired: 833 Needy Youth of whom 638 (76.6%) were minorities and 558 (67.0%) were female; 345 from the Summer Exam Registers of whom 25 (07.2%) were minorities and 192 (55.7%) were female; 51 Federal Summer Interns of whom 24 (47.1%) were minorities and 25 (49.0%) females; 214 Graduates and Faculty of whom 60 (28.0%) were minorities and 56 (26.1%) females. Of the 1443 total summer hires, 51.7% were minorities and 57.6% were females.

A special effort was made in the area of professional summer hires (Interns, Graduates, Faculty) to increase the percentage of minorities and females. Coordinators contacted local colleges and universities soliciting applications of Graduates and Faculty members and encouraging participation in the Federal Summer Intern Program. The success of this effort is reflected in these statistics: and 30.6% were female.

COUNSELING AND DISCRIMINATION COMPLAINT ADJUDICATION

NASA has a total of 80 Counselors: 51 males and 29 females. The profile of the counselor staff shows a higher representation of females, Blacks, Spanish-Speaking and Oriental than corresponding representation in the total workforce of the agency.

EEO COUNSELOR STAFF PROFILE

Ethnic group	Male	Female
Black	20	12
Caucasian	20	13
Spanish speaking	6	3
Oriental	4	1
American Indian	1	0

During the third quarter of CY 1974, there were 65 pre-complaint counseling sessions throughout NASA. The Agency effected corrective action in 12% of these cases; 20% developed into formal complaints, and 68% were not pursued further.

The following tables show comparative statistics for the year and the pre-complaint and formal complaint activity by Center.

TABLE 1.—NASA-WIDE SUMMARY OF FORMAL COMPLAINTS OF DISCRIMINATION FILED DURING 3D QUARTER

Installation	Age	Sex	Religion	Race/ color	National origin	Total
ARC.....	1 1/4	1 1/4		1 1/4	1	3
FRC.....						0
GSFC.....						0
HQ.....				1		1
JSC.....						0
KSC.....						0
LaRC.....				3		3
LeRC.....	2					2
MSFC.....	2 1/2				1 1/2	4
NAPO.....						0
WFC.....						0
Total.....	4 1/4	2 1/4	0	5 1/4	2 1/2	13

¹ 1 complaint filed under 3 allegations (counted at 1/4 value for each allegation).

² 1 complaint filed under 2 allegations (counted at 1/2 value for each allegation).

TABLE 2.—NASA-WIDE SUMMARY OF FORMAL COMPLAINTS OF DISCRIMINATION FILED YTD 1974

Installation	Age	Sex	Religion	Race/ color	National origin	Total
ARC.....	1 1/4	1 1/4		1 1/4	1	6
FRC.....				1		1
GSFC.....		2				2
HQ.....	2	4	2	5		13
JSC.....		2 1/2		1 1/2	1	3
KSC.....						0
LaRC.....				4		4
LeRC.....	2					2
MSFC.....	2 3	1		2 3	2 2	9
NAPO.....						0
WFC.....						0
Total.....	7 1/4	8 1/4	2	17 1/4	4	40

¹ 1 complaint filed under 3 allegations (counted at 1/3 per allegation).

² 1 complaint filed under 2 allegations (counted at 1/2 value per allegation).

TABLE 3.—SUMMARY OF NASA PRECOMPLAINT COUNSELING ACTIVITY, JULY-SEPTEMBER 1974

Installation	Race/ color	Religion	Sex	National origin	Age	Total	Number of com- plaints resolved	Percentage of total complaints resolved
ARC.....	1		2			3		0
FRC.....	3		5			8		0
GSFC.....	1					1		0
HQ.....	5		5			10	5	50
JSC.....	3	3	9	2	4	21	3	14
KSC.....	3				1	4		0
LaRC.....	4		2		1	7		0
LeRC.....					7	7		0
MSFC.....			1	2	1	4		0
NAPO.....								0
WFC.....								0
Agency total.....	20	3	24	4	14	65	8	12

COMPARATIVE STATISTICS ON DISCRIMINATION COMPLAINTS

	Status as of—		
	Dec. 31, 1973	June 30, 1974	Sept. 30, 1974
Number of active complaints.....	20	35	37
Acceptance stage.....	2	11	7
Investigative stage.....	6	9	14
Adjustment.....	3	7	11
Hearing stage.....	7	6	5
Awaiting decision.....	2	2	0
	Calendar year 1973	YTD 1974	3d quarter
Number of closed-out complaints.....	18	22	10
Cause.....	2	1	1
No cause.....	3	9	4
Withdrawals/adjustment.....	6	10	4
Rejections.....	7	1	1
District court without decision.....	0	1	0
Number of complaints filed.....	35	40	13

FEDERAL WOMEN'S PROGRAM

During June and July, NASA's Agency-wide Federal Women's Program Coordinator visited eight Centers including Headquarters, and met with the FWPC's and women's advisory groups to provide broad guidelines of program development and implementation. Plans are under way to visit the remaining Centers.

In July, NASA Headquarters' Women's Advisory Group sponsored two activities:

1. Film—The Emerging Woman and
2. A reception to welcome all new employees. Dr. Fletcher was the speaker.

In August, NASA Headquarters' Women sponsored a program to commemorate the 54th anniversary of the date women obtained the right to vote (August 26).

The month of September has been a month of accelerated program preparation for NASA's first Federal Women's Program Week. Opening ceremonies will be at 11:30 a.m. on November 4, 1974. Ms. Caroline Bird, author of five books, writer of 200 articles and well-known lecturer, will be the speaker. On November 8, Honorable C. Delores Tucker, Secretary of State of the Commonwealth of Pennsylvania, will close the weeks activities. All program week activities will be videotaped. The video-tapings will be shared with the Center Federal Women's Program Coordinators.

Many of our Center FWPC's have been extremely helpful in their respective Centers by providing monthly forums for women as well as participating in community affairs and women's organizations.

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