EQUAL EMPLOYMENT OPPORTUNITIES IN CURRENT DRUG ENFORCEMENT AGENCIES

HEARINGS

BEFORE THE

CIVIL RIGHTS OVERSIGHT SUBCOMMITTEE (SUBCOMMITTEE NO. 4)

OF THE

COMMITTEE ON THE JUDICIARY HOUSE OF REPRESENTATIVES

NINETY-THIRD CONGRESS

FIRST SESSION

ON

EQUAL EMPLOYMENT OPPORTUNITIES IN CURRENT DRUG ENFORCEMENT AGENCIES

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EQUAL EMPLOYMENT OPPORTUNITIES IN CURRENT DRUG ENFORCEMENT AGENCIES

WEDNESDAY, MAY 2, 1973

House of Representatives,
Subcommittee No. 4 of the
Committee on the Judiciary,
Washington, D.C.

The subcommittee met at 10:05 a.m., pursuant to call, in room 2226, Rayburn House Office Building, Hon. Don Edwards [chairman of the subcommittee] presiding.

Present: Representatives Edwards, Drinan, Rangel, McClory, and Butler.

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

Mr. Edwards. Good morning. The subcommittee will now come to order.

We are pleased to have with us this morning Mr. John E. Ingersoll, Director of the Bureau of Narcotics and Dangerous Drugs (BNDD) of the U.S. Department of Justice, and Mr. Kenneth J. Stallo, Director of Personnel and Training of the U.S. Department of Justice. Mr. Ingersoll, who will read the prepared statement, is a former chief of police in Charlotte, N.C., and also a former resident of California.

He has served as BNDD Director since 1968. At the time of his appointment he was hailed by Attorney General Ramsey Clark as a man who would bring youth, vision, experience, leadership, and toughness to the task. Mr. Ingersoll's educational background is in the field of criminology where he has pursued advanced study and he is a former executive of the International Association of Chiefs of Police.

Accompanying Mr. Ingersoll is Mr. Kenneth J. Stallo who has served in his present position since 1967. Mr. Stallo, who is a past president of the Society of Personnel Administration, has worked in the field of personnel and training since 1949. He has been employed by several Federal Government agencies including the Veterans' Administration, the Department of the Army, the Federal Aviation Agency, and the Department of Health, Education, and Welfare.

The subject of the hearing this morning in accordance with the jurisdiction of the subcommittee will be current employment opportunities available to minorities in BNDD. The subcommittee is also equally anxious to hear testimony on affirmative action plans for the proposed Drug Enforcement Administration (DEA) which if approved by Congress will be comprised of BNDD, the Office of Drug Abuse Law Enforcement, the Office of National Narcotics Intelligence and transferred special agents from the Bureau of Customs, according to

Reorganization Plan No. 2. Since approximately 500 Customs special agents will be transferred to DEA under the proposed Reorganization Plan No. 2, I have requested of them the following: A copy of all affirmative action programs of the Bureau of Customs; a statistical breakdown by race, sex, national origin, and age of the presently employed Customs special agents; a statistical breakdown by race, sex, national origin, and age of the approximately 500 Customs special agents to be transferred to the Department of Justice under the proposed reorganization; and biographical information on Mr. Vernon D. Acree, Commissioner of the Bureau of Customs, and Mr. Rector L. Smith, Director, Office of Equal Opportunity program. This requested information has not been received presently, but if there are no objections, it will be entered into the record upon receipt.

We welcome both of you to this hearing and are anxious to hear your testimony.

I would like to yield at this moment to Mr. McClory from Illinois.

Mr. McCLORY. I have no statement at this time. I am looking forward to the testimony this morning.

Thank you.

Mr. EDWARDS. Mr. Rangel.

Mr. RANGEL. Thank you. I would like to say that Mr. Ingersoll and Mr. Stallo of the Bureau of Narcotics and Dangerous Drugs have been very cooperative over the years, long before I came into the Congress. I went to thank them for taking time out to share their problems with us.

Mr. EDWARDS. Mr. Ingersoll, you may proceed with your statement.

TESTIMONY OF JOHN E. INGERSOLL, DIRECTOR, BUREAU OF NARCOTICS AND DANGEROUS DRUGS, DEPARTMENT OF JUSTICE; ACCOMPANIED BY KENNETH J. STALLO, DIRECTOR, PERSONNEL AND TRAINING, DEPARTMENT OF JUSTICE, AND JESSE GALLEGOS, ACTING EEO OFFICER

Mr. INGERSOLL. Mr. Chairman and distinguished members of the subcommittee, I am appearing before you today in response to your wish to learn of employment opportunities currently available to minorities in the Bureau of Narcotics and Dangerous Drugs and within the Department's drug enforcement effort generally. I can articulate the issues in a broad sense based on the efforts of BNDD. In doing so, I will be drawing, for the most part, on my own experiences of almost 5 years in my present position.

With me this morning is Mr. Kenneth J. Stallo, the Justice Department's Director of Personnel and Training, who will respond to questions concerning departmental policy. Only the proposed new Administrator will be in a position to develop the specific action programs of the new Drug Enforcement Administration.

Drug enforcement activities on the Federal level offer unique opportunities for public service to a broad range of vocations and backgrounds. The most important working force from the standpoint of numbers of personnel and activity are the special agents who actually investigate crimes involving the illicit traffic in narcotic and dangerous drugs. We have in the BNDD at present, approximately 1,450 agents

in the 1811 criminal investigator series. Their backgrounds are varied, as are their educational qualifications.

There are a number of standards required of persons seeking employment in this area, and these are set forth in the recruiting brochures with which you have been provided. Our special agents are, as a general rule, selected from applicants having a college degree; but of equal importance, they are required to complete a rigorous course of training at our National Training Institute in Washington designed to challenge their mental and physical capabilities and test their suitability for service in terms of courage, dedication, mental capacity, and dexterity. A copy of this 10-week curriculum has also been provided to each of you.

The emphasis of the criminal investigation phase of activity often overshadows the fact that a great variety of other tasks are equally necessary in attacking the supply side of the drug abuse problem. For example, we employ 120 chemists in six regional laboratories across the Nation who receive and analyze evidence obtained by our agents and State and local police officers. Their duties may also include very sophisticated research and analytical problems.

Regulation of the legitimate drug industry to safeguard against diversion has been one of the most important activities to develop within the last 3 years. We have approximately 200 industrial compliance investigators who are employed in this area at present, and it may be expected that their numbers will increase in the foreseeable future. In addition to these categories, we employ a number of scientists, lawyers, educators, professional managers, stenographers, and clerks.

All of these positions offer opportunities to minority applicants and, as a participant in the Department's EEO program, it has always been the policy of the Bureau of Narcotics and Dangerous Drugs to provide and insure equal employment opportunities for all persons and to stringently prohibit discrimination because of race, color, religion, sex, or national origin. This policy expresses ideals of human conduct to which I have long been personally dedicated in every management position I have held, whether in Federal or local government. Moreover, because I attach such importance to them, I have gone to great length to make my views on this policy firmly and widely known throughout the Bureau which I direct. Management at all levels in BNDD is responsible for positive action to recruit and upgrade all who demonstrate a capacity and desire to serve, to eliminate any internal policy, practice, or procedure which denies equality of opportunity to any group or individual on the basis of race, color, religion, sex, or national origin. I have also sought to assure that questions and complaints of discrimination are promptly and thoroughly investigated and resolved without reprisal to the complainant.

There is another and more practical reason for which BNDD has needed to give special attention to minority employment and elimination of any discrimination. The traffic in narcotics and dangerous drugs in the United States is often concealed within the backdrop of the urban ghettos of our major cities, and these ghettos more often than not are peopled by minorities. We, therefore, have a need in drug law enforcement for minority employees which goes beyond extending equal opportunity and requires that we make a special recruiting effort to find and hire suitable minority candidates.

We have not been pleased with results of our recruitment efforts. But we have some limited success with special recruitment drives directed at black and Spanish-speaking minorities. For example, in June 1969, a special recruitment team made up of black special agents visited eight cities in an effort to recruit blacks; and in May 1971, another trip was made to five predominantly black colleges. In April 1970, a team of Spanish-speaking agents visited nine colleges in the Southwest for the same purpose. These expensive efforts did result in recruiting more than 20 minority agents. Other special efforts have included sending exhibits staffed with black BNDD agents to black expositions in Chicago, San Francisco, and Philadelphia during 1972. Photographs illustrating the nature of this effort have been supplied to the committee.

Our last two special agent basic training classes begun in September 1972 had 75 trainees; out of this number, 27 were minorities. These classes also included five women trainees, two of whom were minorities. Because of manpower ceilings, we have not hired any agent personnel since June 1972. Our current applicant supply file reflects that out of a total of 175 applications in the pipeline, 20 are minorities.

In another area of EEO concern, ours was the first Federal law enforcement agency to hire women as full-fledged special agents following the removal of restraints by the Civil Service Commission. We now have nine female special agents who are performing the total range of agent functions in our field offices.

Statistics indicating our present employment patterns relating to minority personnel are provided in the attachment to my statement. The present situation as illustrated by these statistics is still far less than satisfactory, but it is not because of lack of effort or dedication. We have been hampered by a number of problems which are common to all law enforcement agencies. Many upwardly mobile minority persons are seeking employment which will take them permanently away from the ghettos and will not readily accept agent positions, such as those we have to offer. Moreover, bare percentage comparisons do not necessarily reflect the quality of our own hiring effort. In our agency, more than half of the positions are in the professional category and a substantial number of the remainder are in the skilled stenographic category.

I have also tried to insure the fullest development of the minority employees which we have.

In the spring of 1969, I began to learn that some of our minority special agents felt that they were being overutilized in undercover activities. I met with several black special agents to hear their complaints; and as a result of my meeting, I issued a policy memorandum to our regional Directors on this particular issue. A copy of this statement has been made available for the subcommittee. More recently, I installed a performance rating system for our special agents which requires supervisors to expose all agents to the full range of special agent activities.

In addition, there were few minority agent supervisors when I assumed the directorship. At present we have a black Regional Director, and 7.2 percent of our special agents in charge of district offices are minority personnel as are 5.2 percent of our group supervisors. We have identified and moved minorities into assignments designed to develop them for managerial positions. However, our upward mobility

program has been handicapped by imposition of manpower ceilings, and promotion freezes.

In connection with our 1973 action plan, I have established a full-time EEO Officer position which will report directly to me. Additionally, I have authorized our personnel office to hire an expreienced personnel specialist to work exclusively on implementation of EEO action items such as the upward mobility program. The current acting EEO officer, Mr. Jesse Gallegos, reports directly to me and has drafted a revised EEO program manual issuance and a national EEO affirmative action plan. These documents have been presented in advance to the subcommittee.

I believe that our first line supervisors are critical to the success of the EEO program; and in the spring and summer of 1972, I had a minority consultant firm provide training seminars in each of our domestic regions and selected district offices. The purpose was to raise the level of awareness of supervisors and employees in human relations with particular emphasis on treatment of minorities. The consultants made recommendations which are in various stages of implementation.

I will be happy to provide a copy of that report for the record in the committee, if the committee so desires.

Mr. EDWARDS. Without objection, it will be received. [See p. 91.]

Mr. INGERSOLL. The Department of Justice recently completed joint inspection with the Civil Service Commission of 14 of our field offices. Their reports on EEO deficiencies centered on lack of program materials such as EEO complaint procedures and lack of counselors. Both of these areas are being corrected. Recently, we appointed two counselors in each regional office and one in each district office with 10 or more employees. A counselor has also been provided for each of our regional laboratories. The majority of counselors are members of minority groups. We also have Federal women's coordinators and 16-point program for the Spanish-speaking coordinators in each of our regional offices.

I have attempted to give you an insight into our EEO posture in BNDD and in Federal drug law as represented by the Bureau of Narcotics.

That concludes my statement, and I shall be pleased to respond to any questions you may have.

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

Mr. Stallo, do you have anything to add?

Mr. STALLO. Not at this time, sir.

Mr. EDWARDS. Although it doesn't have very much to do with the subject of this hearing, Mr. Ingersoll, you mentioned several times that the manpower ceiling in promotion and promotional freezes. Have they been in existence in your bureau for more than a year?

Mr. INGERSOLL. Mr. Chairman, we have received no increased manpower in the current fiscal year budget in agency positions.

Sometime during the fall of last year, as I recall it, the economic moves on the part of the President forced us into a position of freezing or extending the length of time between promotions for a period of time, in addition to reducing our intake of other categories, or to replace attrition.

In the early part of this year, planning for the reorganization of the Federal drug control effort began, and a reorganization plan has

been submitted to the Congress for approval, as you have mentioned. This, as well, has slowed down, if not halted, the movement of people, and the promotion of people, because now, in addition to the personnel, other people from other organizations have to be considered for promotional opportunity.

Mr. EDWARDS. Were you cut down by the Office of Management and Budget?

Mr. INGERSOLL. I presented a request to the Congress, which, of course, was approved by the Department of Justice and the administration.

Mr. EDWARDS. Well, as I say, this is not a subject that we are discussing today, but I am personally surprised that with all the publicity that we have had with regard to new efforts and the very effective efforts that we have made for the control of narcotics and dangerous drugs in this country that your Bureau would have not been allowed to expand at all in the last year.

It is really new to me, and I do not think there was any public announcement made of that.

Mr. INGERSOLL. I have restricted my comments to the agency's position.

We did employ such additional compliance and paraprofessionals that were authorized to increase by—I believe I will have to verify this for the record—by some 60 compliance positions and a similar number of paraprofessionals. These, of course, were employed to replace agency personnel, criminal investigators who had been performing the functions——

Mr. EDWARDS. Are you allowed to replace agents who are lost?

Mr. INGERSOLL. Yes, sir.

Mr. EDWARDS. Of the nine female agents, are any minority?

Mr. INGERSOLL. Yes, sir.

Mr. EDWARDS. Are they black women?

Mr. INGERSOLL. As I recall, three are black, Mr. Chairman.

Mr. EDWARDS. Mr. Ingersoll, you mentioned in your testimony that in 1972 you conducted two special agent basic training classes with 74 prospective agents.

Now, what about in 1973?

Mr. INGERSOLL. We have conducted no special agent classes in 1973, Mr. Chairman.

Mr. EDWARDS. Do you plan to have a special agent basic training class in 1973?

Mr. INGERSOLL. Probably, sometime in the fall, and this would be a class to replace people who have left the service for one reason or another.

However, I have to indicate also that this is not a matter for my decision. This is a matter for the decision of the new Administrator.

Mr. EDWARDS. How are you recruiting the replacements, that is, employees that you are hiring on a monthly or weekly basis to replace the people who are lost?

Mr. INGERSOLL. Are you asking about the agency or occupations generally?

Mr. EDWARDS. Agency?

Mr. INGERSOLL. We are not recruiting at this time, sir. We will begin recruiting, assuming that our plans for the fall are approved or come into effect, we will begin recruiting probably during the summer.

Mr. EDWARDS. And where will you recruit?

Mr. INGERSOLL. The recruiting will be done through open and Federal-wide announcements.

Our most successful recruiting effort has been person-to-person contact or recruiting on the part of the Bureau personnel, and we will continue that kind of program of advertising our presence and need for employees. I have described some of these techniques in the statement, and in addition, we shall probably also fill some special recruiting task forces to move into or to recruit from those population groups in areas which we are most interested.

I might say that this last technique is a very expensive technique. It is approximately twice as expensive as regular recruiting efforts, but it is also necessary in order to reach particularly the minority candidates.

Mr. EDWARDS. Now, 11 months ago, June 30, 1972, you had 110 minority special agents representing 7.6 percent of the total number of special agents which was around 1,400.

Now, I understand that your target for the end of this year is to increase that to 12 percent, or around 213 special agents.

How are you coming along with that program, Mr. Ingersoll?

Mr. INGERSOLL. Well, Mr. Chairman, because of the peculiar situation that we find ourselves in as far as a lack of ability to expand, we reorganize—although those figures are not valid, that figure, I understand, was prepared in October of last year. So, it will have to be revised. We will not make that goal.

Mr. EDWARDS. For the fiscal year 1973, you expect to fill 36 paraprofessional positions?

What do the paraprofessionals do?

Mr. INGERSOLL. They are trained to perform a variety of duties, one of which is radio watch, another is file searches and examination of documents and preparation of summaries for agents to assist them. Another duty is dealing with a variety of problems that are associated with our authority to seize and forfeit property in connection with arrests and seizures of drugs.

They are generally in a position to perform functions that would otherwise require the time of the agents, but which do not require the enforcement authority of the agents, enforcement powers of the agents.

Mr. EDWARDS. Are they civil service employees?

Mr. INGERSOLL. Yes, sir.

Mr. EDWARDS. What is their rating?

Mr. INGERSOLL. They start as grade 5 and go up to GS 9.

Mr. EDWARDS. How many of these people have you hired?

Mr. INGERSOLL. We have about a half dozen at this time, sir.

Mr. EDWARDS. Are any of them minority women?

Mr. INGERSOLL. Minority women?

Mr. EDWARDS. Minority or women?

Mr. INGERSOLL. Minority or women—I will have to supply that information for the record, Mr. Chairman. I do not have it with me.

Mr. EDWARDS. Mr. McClory.

Mr. MCCLORY. Thank you, Mr. Chairman.

I certainly want to commend you, Mr. Ingersoll, on an apparently determined effort which is being made to establish equal opportunity

standards and principles in the Bureau of Narcotics and Dangerous Drugs. I can certainly see the advantage of having increased numbers of minority agents in carrying out your work.

I have noticed in the material that you furnished, there is an analysis which purports to provide comparisons between majority and minority group agents.

I wonder, could you give me some explanation of this? What this study indicates? What does it establish?

Mr. INGERSOLL. This is a study that I asked to be performed in November 1971 because of statements that I was receiving to the effect that minority agents thought they were not advancing or progressing in promotions in the Bureau as quickly as the majority personnel. The conclusion is set forth on page 9 of the study after several pages.

Mr. MCCLORY. Pages 8 and 9? [See p. 10 of hearings.]

Mr. INGERSOLL. Yes, sir. Several pages have detailed statistical analyses which was performed by our senior Bureau statistician and one of the staff psychologists. The conclusion was that no consistent pattern of discrimination can be inferred from the results of the information from the analyses.

This study revealed that minority agents advanced, were advancing more quickly during the time period than others.

[The study referred to follows:]

COMPARISONS BETWEEN MAJORITY AND MINORITY GROUPS OF AGENTS ON TIME REQUIRED TO REACH A GIVEN GRADE FROM THE NEXT LOWER GRADE

INTRODUCTION

The question of whether an ethnic minority within an organization is discriminated against is of considerable current interest. All too often answers to such a question are based upon subjective interpretations of motives related to the occurrence of individual incidents and to the perceived frequency of such incidents. There is, however, a relatively simple, yet objective, means for determining whether there has been any systematic bias in promotion policies. By an examination of personnel records, we can determine whether there has been in fact any significant difference between the time it has taken two groups to attain promotion from each grade to the next. This is the approach taken in this paper, which analyzes differences between the majority and all minority groups, between majority and Blacks only, between majority and the minority group omitting Blacks (the minority group less Blacks will be called "Others" herein), and between Blacks and Others.

APPROACH TO SOLUTION

Because they represent a uniform set of skills and job experiences, this study has been limited to BNDD Special Agents (GS–1811 series). These comprised:

49 Blacks
39 agents with Spanish surnames
4 Orientals
2 American Indians
119 so-called majority group.

The small number of Orientals and American Indians made it infeasible to select them for special comparisons. They were accordingly retained with the 39 agents with Spanish surnames to form the minority subgroup labeled "Others." The minority group thus contains Blacks and Others.

The technique used for detecting statistically significant differences between the times for two groups to go from a started grade to the next higher grade is called a median test. The median of a set of numbers is the point above which 50% of the numbers lie. A significantly small probability on this test would in-

dicate a difference between medians, i.e., one group took a basically longer time than the other group to achieve the next grade.

There is considerable correlation among the results, since the groups were used in more than one comparison.

Results of Analysis

Table 1 displays average time in months to reach the indicated grade from the next lower grade, for various present grades, and for all agents.

TABLE 1.—AVERAGE TIME (MONTHS) FOR ALL AGENTS TO REACH INDICATED GRADE FROM NEXT LOWER GRADE

Indicated grade	Present grade			
	13	12	11	9
13	26.1			
12	21.2	18.2		
11	22.1	15.9	12.2	
9	15.6	13.5	12.9	12.7

Note: The numbers in each row diminish steadily to the right, showing that the further back one goes in time, the longer it took to make the next grade.

In Table 2 are shown differences of the average times between majority and minority groups for the corresponding grade situations depicted in Table 1.

TABLE 2.—AVERAGE TIME (MONTHS) DIFFERENCES BETWEEN MAJORITY AND MINORITY TO REACH INDICATED GRADE FROM NEXT LOWER GRADE

Indicated grade	Present grade			
	13	12	11	9
13	+1.2			
12	+4.5	+0.7		
11	+1.0	[1] +4.7	[1] −1.2	
9	+2.4	+2.2	[1] +.5	+0.7

[1] Denotes a significant difference of medians, probability $p<0.05$. I.e., if the hypothetical populations from which the 2 samples arose had equal medians, the observed separation of sample medians would occur no more frequently than the fraction p of such repeated samplings.

Note: A "+" value means that minority personnel required less time than majority personnel to reach the indicated grade: a "−" value means that minority personnel took longer to reach the grade than did the majority personnel.

Note that in table 2 the minority group required less time than the majority group to achieve the next grade, in all but 1 case.

Table 3 displays the same comparisons as Table 2, for majority group versus Blacks, only.

TABLE 3.—AVERAGE TIME (MONTHS) DIFFERENCES BETWEEN MAJORITY AND BLACKS TO REACH INDICATED GRADE FROM NEXT LOWER GRADE

Indicated grade	Present grade			
	13	12	11	9
13	−1.3			
12	+3.3	−1.9		
11	+.3	+.6	[1] −1.4	
9	+.5	+1.9	+.4	−0.5

[1] $p \geq 0.05$.

Note: A "+" value means that blacks required less time than the majority to reach the indicated grade, and a "−" means that blacks required more time than did the majority personnel.

In Table 3 six of the ten conditions show that the majority group took a longer time than the Black group to achieve the next grade. However, to counter-balance that fact, in all four of the present grades the Blacks required longer than majority to achieve the present grade from the preceding grade. In only one of these cases was the difference statistically significant.

Table 4 displays the time comparisons for majority and Others.

TABLE 4.—AVERAGE TIME (MONTHS) DIFFERENCES BETWEEN MAJORITY AND OTHERS TO REACH INDICATED GRADE FROM THE NEXT LOWER GRADE

Indicated grade	Present grade			
	13	12	11	9
13	+2.9			
12	+5.4	+3.7		
11	+2.5	+.1	−0.8	
9	+4.0	+2.8	+.7	+1.7

Note: A "+" value means that others required less time than the majority to reach the indicated grade, and a "−" means that others required more time than did the majority personnel.

It is observed in Table 4 that majority personnel required more time to achieve the next grade than did Others, in all but one case.

Table 5 displays time comparisons for Blacks and Others.

TABLE 5.—AVERAGE TIME (MONTHS) DIFFERENCES BETWEEN BLACKS AND OTHERS TO REACH INDICATED GRADE FROM THE NEXT LOWER GRADE

Indicated grade	Present grade			
	13	12	11	9
13	+4.2			
12	+2.1	[1] +5.6		
11	+3.4	+.9	+0.6	
9	+3.5	+1.5	+.3	+4.6

[1] p=0.05.

Note: A "+" value means that others required less time than blacks to reach the indicated grade, and a "−" means that others required more time than did blacks.

It is noted in Table 5 that in all cases Blacks required more time than Others to achieve the next grade. Only one case is statistically significant, however.

Inspection of Tables 2 and 3 show four statistically significant median tests. Two of them show that the majority group took less time than the minority group and Blacks, respectively. But the minority comparison involved 12 agents of whom 9 were Black. Also present grade 11 and indicated grade 11 were involved in both cases. Thus the same majority agents and same Black agents were used in both comparisons. Therefore, the correlation between the two comparisons is high, so that they should be considered as only one comparison. The other two significant comparisons are independent and both show that the majority group required more time than the corresponding minority group to achieve the next grade.

Of the 30 comparisons made involving the majority group, 24 show the majority group requiring more time to make the next higher grade than the compared group, be it minority, Blacks or Others. However, due to the inter-correlations the statistical significance of this difference cannot be established.

CONCLUSION

Of the 10 cells (promotion opportunities):

(a) The majority required more time for promotion than the minority nine times.

(b) The majority required more time for promotion than the Blacks six times.

(c) The majority required more time for promotion than the Others nine times.

(d) Blacks required more time for promotion than the Others all ten times.

No consistent pattern of discrimination can be inferred from the results of the foregoing analyses. The differences in Tables 2, 3, 4 and 5 are seen to be relatively small compared to the corresponding entries in Table 1, showing that the observed differences are of no practical significance.

Mr. McCLORY. As a result of the minority hiring practices including women, and I question whether they are a minority, has there been any analysis made to determine the efficiency, the value to you, the department, of these different individuals?

Do they measure up after they have been hired?

Mr. INGERSOLL. Mr. McClory, I think that if they are distributed as to their competence and performance, you would probably find a normal curve. We have had very outstanding success in some instances, in others, of course, we have had the opposite.

Mr. McCLORY. It seems to me that, in order to make the employment practices entirely fair, taking into consideration the educational and environmental experiences of all applicants, you have offered an a ternative equivalent for educational degrees, for instance, another prerequisite for hiring. Is this not in order to encourage minority employment, and to be eminently fair?

Mr. INGERSOLL. Well, I think that, of course, is one of the purposes. However, there are other practical purposes as well. For example, we have great need for Spanish-speaking employees, not only to deal—to work in Spanish-speaking communities in the United States—but also to staff our offices in Spanish-speaking offices in South America and in Spain itself.

So, we will modify our desire to receive a person with a college degree if he has a combination of linguistic ability, experience, background, which may be necessary to serve, say, in our overseas posts. We have done likewise with respect in some instances, they are the exception. With respect to other minority applicants, we will not be rigid or adhere rigidly to the desire to have college graduates in the Bureau. I think that that is a sound position. We will accept someone who has less or fewer educational qualifications if he has other skills or expertise that will make up for that.

Mr. McCLORY. Thinking specifically of the Spanish-speaking—they are frequently smaller in size, height, and other physical characteristics.

Do we have any minimum height requirement which would restrict or limit the Spanish-speaking applicants?

Mr. INGERSOLL. No, sir, I don't believe a minimum height requirement is necessary in our particular kind of work.

As a matter of fact, the less you look like a policeman, the better off you are.

Mr. McCLORY. I think that is all.

Thank you, very much, Mr. Ingersoll.

Mr. INGERSOLL. Yes, sir.

Mr. EDWARDS. I would yield to the gentleman from New York, Mr. Rangel.

Mr. RANGEL. I think we have introduced each other at public affairs long enough to appreciate that we do have some limited understanding of each other's problems. The question today would not be toward your dedication, which I certainly believe you have, but as to how the Congress can assist in having your department be more effective, which I am sure is your goal as well.

My colleague had a question as to whether or not you had found the minorities shaping up in terms of the rest of your force. I assume that as long as you maintain the same high standards for all of your people, that short of someone being inferior basically, that you should expect the same curve.

Now, without going into the discriminatory practices or lack of them, recently it has been declared by the President—and this was the will of the Congress—that we have an all-out effort against drug traffic. Having worked with your agency and the Federal Bureau of Narcotics, the dedication of your men has certainly never been in question; but in order to start this war, at least for public consumption, have you been able to identify the areas where you have the highest degree of drug traffic?

Mr. INGERSOLL. Yes, sir.

Mr. RANGEL. And have they been the major cities?

Mr. INGERSOLL. For the most part, yes, sir.

Mr. RANGEL. And within the major cities, have you not found that it has been the minority communities that still have a higher degree of drug traffic?

Mr. INGERSOLL. Well, Mr. Rangel, I think that we would find that the minority communities would have proportionately a higher degree of heroin victims.

However, the trafficking, and particularly the traffic which the Federal Government can operate against, involves people from all ethnic and racial backgrounds. It is true that the wholesalers are the people that the Bureau of Narcotics and Dangerous Drugs give the highest priority to. They are drawn from probably equally any background that you might want to describe.

Mr. RANGEL. That may be so, but it certainly is not reflected in the conviction rate in the States' attorneys offices around the country. Perhaps in the terms of the quantity or the amount of the drugs, but not in the terms of the ethnic groups that have been convicted.

Mr. INGERSOLL. Well, I am not familiar with those figures at the moment, Mr. Rangel.

Mr. RANGEL. I would just say generally speaking we would find in our State and Federal courts that the convictions of minority persons far outweigh their population in the United States.

Mr. INGERSOLL. Certainly in State courts. I don't know that would be true in the Federal courts to the degree that it would be true in the State courts.

It is very true in the large cities and particularly the city of New York that much of the retail traffic is carried on in the minority community and by members of the minority community.

Mr. RANGEL. Well, taking it from there, in order to be effective in law enforcement in this area, it would appear to be most effective that you would have to have the type of agent that could more easily assimilate to the particular community in which he is attempting to operate undercover.

Mr. INGERSOLL. I agree.

Mr. RANGEL. And you inherited an organization that had proportionately very few minority members.

Mr. INGERSOLL. That is correct, sir.

Mr. RANGEL. And now, the country has designated areas of top priority. If we were not taling about quotas or minority employees, as

a strategist in this war, it would seem that we would have to reach the conclusion that in order to be effective, we would have to recruit the type of personnel in your department that would best assimilate in that given community in which the war against the narcotics traffic is being conducted.

Mr. INGERSOLL. That is entirely consistent with my policy, Mr. Rangel. That is the policy that I try to establish or articulate in the statement.

Mr. RANGEL. But you are emphasizing the restrictions that the budget has—the fact that you cannot recruit. By the fact that you have a group of 1,500 agents with approximately 60 or 70 blacks, how can we in the committee expect that given what you have to work with and, forgetting the money which you are trying to get, that this war could possibly be effective?

Mr. INGERSOLL. I think the war is showing signs of effectiveness, Mr. Rangel. I think it is showing some signs in your community of its effectiveness.

Mr. RANGEL. Do you associate, then, the signs that I see with the efforts that are being made today?

Mr. INGERSOLL. I associate the signs with the efforts that the Federal Government has been undertaking for 3 or 4 years, not only within the confines of any one city or metropolitan area, but also in concerted law enforcement agencies of many other countries.

As you know, heroin is an international item of contraband, and it requires a coordinated effort of law enforcement agencies of many countries in order to curtail the traffic in heroin. I don't think any one aspect of our program over the past few years can be singled out for full credit for reduction of heroin supplies. The Government has attempted to mount a multifaceted effort which would deal at each level of the supply.

Mr. RANGEL. Well, is it not a fact that DALE attributed much of its success to being able to get a black policeman rather than a black Federal agent?

Mr. INGERSOLL. I have no idea, sir. I have not heard that statement.

Mr. RANGEL. Well, how closely do you work with Mr. Myles Ambrose?

Mr. INGERSOLL. Mr. Ambrose is a special assistant to the Attorney General.

As far as the daily program is concerned, 250 BNDD agents are involved in that program. That operation is carried on in the field in coordination with our office. We have a working relationship that is close as necessary to solve the mutual problems.

Mr. RANGEL. Well, I was under the impression that, from time to time, all Federal directors involved in this war against narcotic traffic did meet and share each other's problems and successes and failures in order to——

Mr. INGERSOLL. In a formal meeting, sir?

Mr. RANGEL. Yes; a formal exchange of ideas.

Mr. INGERSOLL. I am afraid I haven't been a part of such a gathering, Mr. Rangel.

Mr. RANGEL. That is why we are a little apprehensive of the combination of these agencies until we can find out whether or not there is going to be any increase in effectiveness.

Is it correct that no black agent has been assigned overseas?

Mr. INGERSOLL. That is correct, sir.

No black agents have applied. Some have expressed a desire, but when the opportunity came to make the decision, they declined.

Mr. RANGEL. Are there no applications by black agents for overseas assignments at the present time?

Mr. INGERSOLL. Not that I am aware of, sir. I will check with the Career Development Board to either affirm or refute that, but I am not aware of any.

Mr. RANGEL. Would not the request of any personnel wishing an overseas assignment reach your office? Wouldn't they be referred to the Director's office?

Mr. INGERSOLL. No, sir.

However, I do keep track of people who are being assigned overseas because these are specially sensitive positions.

Mr. RANGEL. Then, would the rejection come from your office?

Mr. INGERSOLL. No, sir. I have a formal Career Development Board, which is responsible for making selections for overseas assignments as well as our assignments of promotional nature.

Mr. MCCLORY. Would the gentleman yield?

Mr. RANGEL. Certainly.

Mr. MCCLORY. Do we have agents who operate in black African countries?

Mr. INGERSOLL. No, sir.

Mr. MCCLORY. That might be one reason why blacks would not, if they are going to be operating in Marseilles or in Saigon or in Hong Kong, be able to fit into the environment.

Mr. RANGEL. If that logic were extended, then the Bureau of Narcotics and Dangerous Drugs would be basically black in the States.

Mr. INGERSOLL. There is one difference, Mr. Rangel. If I might, there is a language requirement.

Mr. RANGEL. You know, when I look at this, Mr. Director, it seems that when the Federal Government is prepared to deal with a national problem—and certainly this is one—that we are prepared to give the type of training which is necessary to get the job done.

Now, there is no question that I have an understanding of your civil service restrictions, the educational requirement, and now the ability to understand a foreign language. But I would assume that in prior times of war that this Nation has found itself with people who did not qualify for the job which had to be done. Notwithstanding your restrictions, it seems as though that language requirement would be one of the very least impediments in getting the type of people we would need, if in fact we needed them for overseas assignments.

Mr. INGERSOLL. Mr. Rangel, when I spoke about language requirements, I was not speaking about the ability to read and write a language and speak it in halting tones, the requirements of our agents are such that they have to be very fluent in the spoken word. Now, we have sent people abroad who have not had such language ability, and it is not only an impediment in their performance, but also it endangers their well-being because when a criminal activity is being conducted in their presence in a foreign language, they can't grasp all of the nuances. It is difficult for them to understand what is going on. Now, we do use—we do train our people in language and we attempt to get them to a certain minimum qualification in linguistic ability. We

enroll people in foreign language for a year before they are sent to the Far East in some cases.

We have had to build up our overseas office very quickly. We have about 180 people there today. One does not learn a language in school and then become immediately able to go into a foreign country and speak a language like a native of the country.

Mr. RANGEL. Well, certainly with the small number of agents overseas compared to the overall work force, I don't want to dwell on this. I do hope that this can be checked out because I understood that there was a black agent who had one of the highest language aptitude scores, and he was rejected.

I don't know how a formal application must be made in order to request an overseas assignment, nor do I want to get involved in your discretion and make a determination as to the qualification of a person—black, white, or brown.

Based upon your long experience in doing the job for which you have the responsibility, if you did not have the Civil Service restrictions and we had no BNDD, and you were given the task to start from the beginning and get yourself a work force to deal with this problem, would not there be a vast change in the number of minorities that would be hired?

Mr. INGERSOLL. I wouldn't have to wait for that, Mr. Rangel. I would hire all of the minority applicants who presented themselves, and who could meet the standards of employment, if they would just come forward and present their applications.

Mr. RANGEL. But you cannot hire those that come forward now?

Mr. INGERSOLL. Excuse me, sir.

I think we are talking about a hypothetical case. I understand.

If we are talking in a hypothetical case, I think I have responded to your question. Obviously, we have to deal with the practical limitations. These limitations are not only internal limitations, not only what is referred as civil service limitations, but real world limitations are what——

Mr. MCCLORY. Would the gentleman yield?

Mr. RANGEL. Yes.

Mr. MCCLORY. Do we have overseas agents who are Oriental in background, Spanish-speaking, and other minorities?

Mr. INGERSOLL. Yes, sir.

Mr. RANGEL. But in the hypothetical situation, would you find—do you believe—your task force to have the same percentage of whites and minority members?

Mr. INGERSOLL. Our task forces?

Mr. RANGEL. No, your operation field forces. What I am trying to find out is whether or not the low number of blacks at BNDD and the low number of blacks in the supervisory positions is due to the restrictions that have been placed historically on your agency, and if you took away these restrictions, whether or not given the area where you have the highest amount of drug traffic, whether or not it would change dramatically in the number of minorities?

Mr. INGERSOLL. Assuming that the supply was available, yes, sir. May I add to that just a moment?

Mr. RANGEL. Yes.

Mr. INGERSOLL. As I indicated in the statement, out of the last 25 or 27 that we have trained, they have been minorities. Now, the last class of 30 special agents, 15 of them were minorities.

Mr. RANGEL. That is my point.

Mr. INGERSOLL. I had, last springtime, indicated that I wanted the next few classes to be at least 50 percent minority, but unfortunately, we only had two more classes after that edict was announced.

Mr. RANGEL. Certainly, if you were to continue this then, we might get more effective representation of those agents that would be working in communities where we have the high drug problems?

Mr. INGERSOLL. Well, we have projected that and have learned that if we were to hire 50 percent minorities on the basis of the estimated attrition during the next year, we would increase our current strength of 14 percent overall in the Bureau to 16 percent in 1 year. It would take, I think it would take steady progressive efforts to reach the goal that you are suggesting. I have no quarrel with the goal.

Mr. RANGEL. Taking into consideration your attrition, what would you establish your manpower to be outside of that, because it is shocking that during the war, you don't have any recruitment classes, and you can't recruit. You can't train, and yet we have just started the war, politically speaking.

Mr. INGERSOLL. Well, Mr. Rangel, I am sure you appreciate the fact that the Office of Management and Budget determines the Presidential budget each year. Part of that Presidential budget is incorporated in the Bureau of Narcotics and Dangerous Drugs.

Mr. RANGEL. But we are here to help you with the budget, Mr. Director. We only want to know. I am impressed personally with your effort made to hire minorities, but that is really hypothetical to me.

These are wonderful goals, but you can't recruit or hire anybody.

Mr. INGERSOLL. I am not, certainly, in a position to respond to that.

Mr. RANGEL. Can you not respond as to what you believe would be your annual need considering attrition in order to be effective as the Director of the agency which has the responsibility to eliminate or have alleviated the drug traffic?

Mr. INGERSOLL. Are you asking me in terms of additions to the personnel already, or over and above our present ceiling?

Mr. RANGEL. I guess, I would be forced to ask that question, if your goal is to hire at least 50 percent minorities in the training programs. But then you say, of course, that you don't have any training programs. I would have to ask what would you like to have if you could have a training program?

Mr. INGERSOLL. I can't be responsive to that question at this time, Mr. Rangel.

Mr. RANGEL. If you only wanted two more agents, could I suspect that one black agent would be hired?

Mr. INGERSOLL. This is a very, very difficult question for me to answer.

The Congress has our fiscal year 1974 budget under consideration at this time. We have already testified on it. In addition to that, there is a reorganization plan before the Congress at this time, which will add some 500 agents from the Bureau of Customs.

I will not be responsible. The Bureau of Narcotics and Dangerous Drugs goes out of business on July 1. I cannot speak for the future administration in terms of what they need or what their desires may be.

Mr. RANGEL. Well, nobody can speak toward the future of this administration.

Mr. INGERSOLL. I am speaking toward the Drug Enforcement Administration.

Mr. RANGEL. But this problem we have, we will have, and have had for a long time. I assume that we will need your talents and your suggestions. I understand that the 500 men will be coming from the new Department of Customs.

Mr. INGERSOLL. That is correct, sir.

They really have not had the historic liberal record in hiring minorities.

Mr. RANGEL. But out of the 500 men, how many minorities do you expect to be coming from the Bureau of Customs?

Mr. INGERSOLL. I have no idea.

Mr. RANGEL. Is there no meeting?

Mr. EDWARDS. Would the gentleman yield at that point?

Mr. RANGEL. Yes.

Mr. EDWARDS. We asked a number of days ago the Bureau of Customs for the same kind of information that you are requesting. There will be 500 special agents that will be transferred to the Justice Department if this reorganization plan goes through. As I pointed out in my opening statement, the Commissioner of Customs has not yet responded to the subcommittee's request.

Is there anybody from the Treasury here?

Well, I would only suggest the lack of response might indicate a guilty conscience.

Mr. INGERSOLL. Mr. Chairman, may I please try to be somewhat responsive?

There was a group of people, a committee which is overseeing the reorganization plan, planning for the reorganization. The Bureau of Customs has not yet identified those individuals by name, who are going to be scheduled for transfers.

I think that that in part may explain why you have not——

Mr. EDWARDS. I think they have written that down and sent it over. I would like the ethnic breakdown of their present squad or group of agents. It is very hard for me to understand why they couldn't provide the information.

I yield back to the gentleman from New York.

Mr. RANGEL. In your experience in dealing with the Bureau of Customs, isn't it a fact that their number of minority special agents is really much lower than your own?

Mr. INGERSOLL. I don't know, Mr. Rangel. I have never really asked the question.

Mr. RANGEL. Were you consulted in terms of this consolidation or merger at all?

Mr. INGERSOLL. My staff and I were consulted, yes. We functioned at various levels in the planning.

Mr. RANGEL. Then are you concerned with the quality and quantity of the men that would be assigned to the overall new agency that would supersede your agency?

Mr. INGERSOLL. Yes, indeed. Yes, sir.

Mr. RANGEL. But, don't you even know the quality of the people that would be sent to you, much less the ethnic breakdown?

Mr. INGERSOLL. No, sir.

Mr. RANGEL. Well, having merged once with Justice, I can see that you have no objection to merger.

Mr. INGERSOLL. I have no objection at all. It is a move that I advocated for 4 years.

Mr. RANGEL. But, you certainly wouldn't contradict that; it would not enhance your minority recruitment program?

Mr. INGERSOLL. I think that that remains to be seen, Mr. Rangel. I can't foresee how it is going to affect the program one way or another at this time in the absence of information as to who is going to be transferred into the Drug Enforcement Administration.

Mr. RANGEL. Assuming the transferees were all white, this would not really be in line with the goals that you have planned in terms of some balance since ethnic balance is essential in doing the job which has to be done.

Please understand, I am not talking about equal opportunity, I am talking about being effective in this war against narcotics traffic, especially in the type of community that is victimized.

While I am in the position of asking for more law enforcement, especially the high quality which your agency has provided over the years, I would hate to think that the Bureau of Customs is sending 500 Chinese agents to you, and you have to send them to me.

So that, in order to review the situation, don't you believe that in all fairness they should tell you what you should expect to see merged with the outfit for which you now have a responsibility?

Mr. INGERSOLL. Yes; and I expect, Mr. Rangel, that that information will be made available to me as soon as it is—as soon as the Bureau of Customs has identified the people that will be transferred.

Before that can be done, the functions of the Customs agency service have had to be analyzed, those activities, those peoples, those pieces of equipment, and other resources that are associated with the narcotics enforcement have had to be identified. Then when that is done, I am sure that I will participate in the evaluation of it.

Mr. RANGEL. Now, how can we as Members of Congress know whether or not this reorganization is good for the people of the United States when we don't even know wholly the consolidated quality of the persons?

What can we do in order to be objective as to whether or not we should have this consolidation?

Mr. MCCLORY. Would the gentleman yield?

Mr. RANGEL. Yes.

Mr. MCCLORY. Isn't this the subject of the reorganization plan, which comes before the House Government Operations Committee and not the Judiciary Committee or other committee of the House?

Mr. RANGEL. I have assumed, though, as a Member of Congress, I had the responsibility to support or go against anything that comes before the Congress.

Mr. MCCLORY. I think the propriety of the reorganization plan is something which is analyzed and reviewed and handled by the House Government Operations Committee.

Mr. RANGEL. I think you are correct, but if the Director of BNDD is not familiar with the quality of personnel inherited, I assume that the committee to which you refer is not familiar with it either.

Mr. MCCLORY. I would think on the contrary, that it would be their responsibility to determine how useful these persons would be, or what categories they could occupy in the reorganization plan.

Then they would decide whether they wanted to offer a resolution of disapproval, which we would then have on the floor of the House.

Mr. RANGEL. You are probably right, but I certainly would have more confidence in those people who are actually engaged in law enforcement than my colleagues.

Could you tell me what your successes and failures have been, or your general efforts in recruiting minority members, say in the last 5 years?

Mr. INGERSOLL. Yes, sir.

There is a statistical breakdown that goes back to November 1971. That is the beginning. I think we have some difficulty extending beyond that—going beyond November 1971. It is my understanding in those times that records of ethnic or racial backgrounds were not kept in an orderly manner. That was mainly because, I believe, it was the feeling that those kinds of identification should not be maintained and readily available in form.

Mr. RANGEL. Isn't that policy in sharp conflict with the Equal Employment Opportunity Commission and your plan to have 50 percent black recruitees?

Mr. INGERSOLL. I think that philosophy has changed in the intervening years.

Mr. EDWARDS. Is the document to which you refer, Mr. Ingersoll, entitled "BNDD Minority Employees"?

Mr. INGERSOLL. Yes.

Mr. EDWARDS. Without objection, it will be inserted in the record at this point.

[The document referred to follows:]

BNDD MINORITY EMPLOYEES

	Blacks	Spanish speaking	Indian	Oriental	Total minority	Total non-minority	Grand total	Percent minority
Special agents:								
November 1971	49	45	3	4	101	1,225	1,326	8
June 1972	55	48	3	4	110	1,337	1,447	8
March 1973	67	65	2	8	142	1,301	1,443	10
Compliance investigators:								
1972	7	1	0	1	9	122	131	7
1973	6	3	0	1	10	166	176	6
Clerical:								
1972	111	18	0	3	132	571	703	19
1973	117	34	1	7	159	544	703	23
Chemists:								
1972	9	1	1	2	13	99	112	12
1973	11	3	0	3	17	99	116	15
Professional:								
1972	4	2	0	0	6	85	90	6
1973	5	2	2	1	10	95	105	10
Total employment, all occupations:								
1972	237	69	5	10	321	2,402	2,123	12
1973	270	111	5	22	408	2,372	2,780	15

Mr. INGERSOLL. The document shows that in November of 1971, 8 percent of our special agents were minority employees, March 1973, 10 percent. That is 7 and 3 percent, respectively, for 1972 and 1973. Compliance investigators, 19 and 20 percent respectively 1972 and 1973. For the clerical employees, 12 and 15 percent for employees in 1972, 1973 respectively. Then it would be 6 and 10 percent for profes-

sional occupations in those 2 years. They have 15 percent for total employment in 1972 and 1973, respectively.

Mr. RANGEL. Is this the document that you read into the record? Was this furnished by the BNDD to the subcommittee?

Mr. EDWARDS. Mr. Ingersoll furnished this document to the subcommittee this morning.

Mr. INGERSOLL. Yes, sir.

Mr. RANGEL. Are there any documents that would show a decrease in the number of black agents who were employed by BNDD?

Mr. INGERSOLL. No, sir.

Mr. RANGEL. Would the number of blacks employed in November 1971 be 49?

Mr. INGERSOLL. Yes, sir.

Mr. RANGEL. It would not be 76.

Mr. INGERSOLL. That is correct, sir.

Mr. RANGEL. And would it be possible to check with some of your assistants here to determine whether or not there would be any similar type of minority employee sheet that might reflect the 76 because of some typographical error instead of 49?

Mr. INGERSOLL. This is a draft of figures. There may have been some other that may have contained errors. I am not sure about these.

Mr. RANGEL. That is where we are today as a result of your effort in the eight cities and the black colleges.

Is there any way that you would know the number of applicants that met the basic requirements so that, at least, they could be interviewed?

What I am driving at, Mr. Ingersoll, is that I assume there is an initial approach to a large group. Out of that group is taken a smaller group. Then, certain things happen. Each is interviewed regionally, examined, trained, and placed on probation. Then, we reach the figure that we are dealing with today, 67?

Mr. INGERSOLL. I have that information, Mr. Rangel. If you will bear with me for just a moment.

Mr. RANGEL. Perhaps, one of your assistants could be looking for this information, while you can tell me what the dropout rate is and at what stage it occurs.

I assume these would be standards that you would be using to test the effectiveness of the recruitment drive, meaning that if nobody showed up, you could not expect that you would have agents?

Mr. INGERSOLL. Let me, if I may—in one other recruiting drive, there were 110 interviews, and from those 55 applications that were received, those 23 were offered positions. Nine declined, and 14 were appointed. That is one example.

Mr. RANGEL. Now, when you say interviews, is that to say on the campus?

Mr. INGERSOLL. Yes, sir. These are people who came in to discuss the job opportunity, the possibility of coming to work with the recruiters. Of the 110, that is approximately 55 or 55 percent of them apparently submitted applications.

Mr. RANGEL. Now, would the applications merely indicate the academic requirements, without going into whether or not he would be qualified in other areas?

Mr. INGERSOLL. The application would be reviewed and then the individual would be interviewed by either—in some cases, they were

interviewed in the field by agents close at hand, and in other cases, we had instructed special interview teams that operated out of Washington, D.C., and they were specially trained for interviewing with minority applicants particularly.

Mr. RANGEL. I certainly don't want to load my questions, but what I am concerned about is the percentage of the interviewing teams that actually came from the region.

The reason for my question is that if you went to the black colleges, I assume they were not in the North or in any of the major cities, but rather in the South?

Mr. INGERSOLL. Many of them were in the South.

Mr. RANGEL. And then I am also concerned as to whether or not your interviewing teams were mostly placed in the South and would understand your national needs rather than their regional needs?

Mr. INGERSOLL. The answer to that is there was a combination. Initially, the interview teams were those basically stationed in the South. That was found to be less than effective, and, therefore, we developed teams that were trained here at headquarters. They were drawn from throughout the country. They were trained here not only by the Bureau, but also by the Civil Service Commission. Then they were put into the field for this particular purpose.

Mr. RANGEL. So, is there a problem in getting the local people to interview minorities from southern States?

Mr. INGERSOLL. I think the problem is one that people who come to work as criminal investigators are not trained interviewers, or recruiters of new personnel. I think that that is as much of a problem as anything else. It is like asking a group of school teachers who studied to teach to go out and recruit. They are told to don the hat and go out and recruit teachers. It is not part of their background.

Mr. RANGEL. To what do you attribute so much success in getting Spanish-speaking agents?

I know that you have 65, I think, Spanish-speaking agents and 67 black agents who all meet the academic standards and requirements that you demand.

Why is it that you have an equal number of Spanish-speaking and blacks?

Mr. INGERSOLL. I can't answer that question, Mr. Rangel. It is not by design.

Mr. RANGEL. But, it is so uniquely unusual.

Assuming that the drives are to get minorities to work in communities in which they could be most effective, it seems as though you have a tremendous success with the Spanish-speaking people. If you have to use the number of blacks that you hired as a leveling factor, you have two more blacks than Spanish-speaking people. Certainly, the black community outnumbers the Spanish-speaking population by more than two to one.

Mr. INGERSOLL. I don't have an answer to your question, Mr. Rangel. It is the way it happened, I guess. I am sorry I can't give you a better answer than that.

Mr. RANGEL. Well, I am merely trying to see what we can do to remove some of the restrictions. I understand that you are not restricted altogether, but you have something called schedule A, which you can use to make a determination in the best interest of the effectiveness of the Department. If a person has skills, you can set aside

all of these guidelines and use your own judgment with respect to the task of being more effective.

Do you have that opportunity?

Mr. INGERSOLL. Yes, people can come in under the schedule A. That only delays the inevitable examination process, the usual process. It is a temporary expedient to bring people in, but at the same time under the present regulations, he will have to submit to the Federal service entrance examination and other formal procedures that are in effect.

Mr. RANGEL What we call that in the ghetto is getting the foot in the door, which is not bad.

Mr. INGERSOLL. A lot of people have gotten their feet in the door that way.

Mr. RANGEL. Our data, which may be incorrect, says in recent years you have 145 on schedule A, and only 61 are minority.

Mr. INGERSOLL. I don't know where you received that figure. I would have to go back into our records and find out.

Mr. RANGEL. Considering your concern about hiring minorities and recognizing that you are not allowed to start as many training programs as you want, would the number not be closer to the schedule A than to the general number of people that were hired?

Mr. INGERSOLL. I am sorry, I don't understand the question.

Mr. RANGEL. Would not the appointments under the schedule A reach your office more so than the regular person that is hired?

Mr. INGERSOLL. No, sir. I have had some 2,800 people in the employ of the Bureau and I do not review every application of every individual that is hired.

Mr. RANGEL. Would only those applicants requesting overseas assignments come to you?

Mr. INGERSOLL. They do not come to me. I am informed. If I object to the assignment, I might object. For the most part this is just a review process. There are times when I raise questions about the particular priority of the overseas assignment, but those are exceptions rather than the rule.

Mr. RANGEL. Would that relate to the attrition and schedule A appointments?

Mr. INGERSOLL. I am not in a position to make a distinction between who is coming in schedule A or who is coming in to replacement for attrition purposes.

I am sorry, I have to deal with these problems on a very general level. I have a personnel officer that is principally and particularly, professionally competent to implement my policies and to do the screening and other necessary work that is incidental to employ.

Mr. RANGEL. I can appreciate that because no one, less than I do since I have other responsibilities, would want to be involved in your personnel policies, but you have to admit that when you deal with 67 blacks out of a force of 1,500, both you and I have a responsibility to see what has not been done to change that ratio.

Mr. INGERSOLL. I agree completely, Mr. Rangel.

I come here with hat in hand, asking you for assistance.

Mr. RANGEL. I can give you schedule A as assistance. This has been used to recruit minorities.

Mr. INGERSOLL. It has been used from time to time to recruit minorities.

Mr. RANGEL. Has it been effective?

Mr. INGERSOLL. It has had limited effectiveness.

Mr. RANGEL. Has it reached your 50 percent standard?

Mr. INGERSOLL. No, sir.

Let me say again that even the use of schedule A in the long run—even the individual who comes in under schedule A is still going to have to go through the formal civil service procedures.

Mr. RANGEL. I hope it would not be any other way, Mr. Director.

Mr. INGERSOLL. So, he is going to come in with the same qualifications.

Mr. RANGEL. Your schedule A person, when it comes to that examination, should be better qualified than someone coming in from your colleges or your streets.

I used an analogy that there was a time that minorities were excluded because of their standards from the military, both from the draft as well as from the volunteers. So how were they allowed to get this foot in the door and be trained?

A time came when they met these standards and it seems like schedule A is a wonderful opportunity to get them in the door. It would prepare them to take the examination. So, you would not lower your standards.

Mr. INGERSOLL. Well, I think that that has been done in some cases. I am not prepared at the present time to give the statistical breakdown of how much of it has been done. I am impressed that it is probably not as much as you think. Perhaps I should go back and look at it and see whether it has been used that way.

Mr. RANGEL. I could not make that opinion, Mr. Director, if it has not been used as much as you think it should be.

I have no way of knowing whether it has been used properly. I am merely trying to find out whether or not you are using the tools that are available to you.

Getting back to New York City, it is my understanding—and I hope that I am wrong—that you have only hired three black agents from that regional office since 1968.

Mr. INGERSOLL. I can't verify that, Mr. Rangel. I am sorry.

Mr. RANGEL. Could you determine the number of agents generally that are assigned to that area?

Mr. INGERSOLL. How many agents are there in New York City, or assigned to that region?

Mr. RANGEL. Yes.

Mr. INGERSOLL. Yes, about 200.

Mr. RANGEL. How many of those would be black?

Mr. INGERSOLL. As my memory serves me correctly, about nine are black.

Mr. RANGEL. Just to pinpoint by number the drug activity that takes place in New York City, what percentage would be taking place in the brown and black community?

Mr. INGERSOLL. I would just suspect that it is 50 percent or upward.

Mr. RANGEL. And if you agreed with me that all things being equal, the ability of the agent to assimilate in the community increases the effectiveness, then we should expect that, if you had the opportunity, close to 50 percent of the agents would be black?

Mr. INGERSOLL. I am not suggesting that. I think that that is close, 50 percent.

Mr. RANGEL. Strike that. Would this figure be out of proportion to what you law enforcement officers would think to be most effective?

Mr. INGERSOLL. I think the measure of effectiveness is relative. I think we have been successful in New York City.

Mr. RANGEL. With what you had to work?

Mr. INGERSOLL. Maybe we would have more success, but then less success in these black areas where these agents are assigned.

Mr. RANGEL. I didn't follow that.

Mr. INGERSOLL. If you are hypothesising, that the people who can assimilate into an environment perform effectively——

Mr. RANGEL. It is not my hypothesis.

Mr. INGERSOLL. That is my hypothesis, too, sir.

There are communities other than New York City who also have black populations. We have 67 blacks in the Bureau of Narcotics and Dangerous Drugs. My regional directors are also for more black agents. We move them around to do the best job we can with the limited resources.

Mr. RANGEL. I admit that I am concerning myself with New York City. I agree with you that you have a small number with which to work. You do the best you can.

Certainly, I am not asking you to remove them from other communities, but I do think we both agree that you should take your members and rotate them. I don't think really you can use seven black undercover agents in my congressional district alone, much less the city of New York. I won't assume that Shirley Chisholm would agree that I could have them.

What I am talking about is how can you get the type of persons that you would need because in the President's statement he indicated that more money is not needed, nor is there need for more manpower to work on the problem.

So, I don't know if the President believes you have everything with which to work. I believe that we are in trouble with this war even though I would be the first to admit that more has been done in the last few years than ever before, but is this the cutoff?

Mr. INGERSOLL. I don't think that the momentum or basis is going to be cut down a bit.

Mr. RANGEL. Don't you believe the fact that you have not been able to recruit more blacks has slowed down your effectiveness?

Certainly, it hasn't increased it.

Mr. INGERSOLL. It certainly hasn't enabled us to achieve the goals or objectives that we started out to achieve.

Mr. RANGEL. So, we have to deal with the Office of Budget and Management, the Customs Bureau, and a variety of other things over which you have absolutely no control.

Mr. INGERSOLL. I am Director of the Bureau of Narcotics and Dangerous Drugs.

As you know, the President or Attorney General has designated Mr. Ambrose in charge. There are many other people who are involved in this reorganization, and your conclusion is correct. I am not in control of anything at this moment except the Bureau of Narcotics and Dangerous Drugs.

Mr. RANGEL. Well, I just can't see how we can have any reorganization if Mr. Myles Ambrose is going through the reorganization and

not even discussing with you the quality of the people that would be transferred into this large organization.

I am not trying to just compliment you and your reputation. I don't care how many new agencies are created. The Bureau of Narcotics and Dangerous Drugs has the major responsibility notwithstanding the new agencies. If the Congress believes that in the new agency being created that you are not the major factor in that creation, then we have no way of knowing where politics begin and where career law enforcement officers end.

I would hate to believe that if the Department of Social Service were going to be merged with your agency and that you would just have to wait and see what happened.

Mr. INGERSOLL. Mr. Rangel, let me explain the reorganization plan a little bit.

First of all, it is not just a merger of somebody with our agency. This is the establishment of a new Drug Enforcement Administration.

Mr. RANGEL. Take me step by step.

Mr. INGERSOLL. The new Administrator is nominated by the President, confirmed by the Senate.

Mr. RANGEL. Take me step by step, Mr. Director. In this new Administration will there be no Bureau of Narcotics and Dangerous Drugs?

Mr. INGERSOLL. That is correct.

Mr. RANGEL. I understand that. What percentage do you believe or do you think they will share with you in terms of manpower that will be provided to the new organization from your agency?

Mr. INGERSOLL. About 75 percent.

Mr. RANGEL. And where will the other 25 percent come from?

Mr. INGERSOLL. Presumably, from the Bureau of Customs.

Mr. RANGEL. What about officers of the National Narcotics Intelligence?

Mr. STALLO. Forty on the rolls right now.

Mr. RANGEL. Is that it?

Mr. INGERSOLL. I am not sure. And the other—the Drug Abuse Law Enforcement—How many employees do they have?

Mr. STALLO. They have about 90 employees right now.

Mr. INGERSOLL. I don't think all of them will be coming into the Drug Enforcement Administration.

Mr. RANGEL. If I said 75 percent of the new agency will be composed of your agency, would I be correct?

Mr. INGERSOLL. That is correct, sir.

Mr. RANGEL. And at the present time, you have no idea as to what will be the basic work force of your new organization. Is this correct?

Mr. INGERSOLL. No, sir. This is, as I have said before, the individuals have not yet been decided.

Mr. RANGEL. So we can throw out the window right now all of your recruitment ideas, the possibility of minorities being promoted to supervisory positions, and the recommendation of the past report that you have made. You haven't the slightest idea with what you are working. If 500 blacks came over to your agency, obviously, you don't have to recruit.

Mr. INGERSOLL. I am not sure that I really—some could be thrown out the window. I really think, sir, this depends upon the Administrator, the new agency. It depends upon what he intends to do, the

extent that he sees valid in the decisions that have been generated or adopted. I think that that is within the discretion and within his determination.

Mr. RANGEL. Well, there is not very much to which Congress can respond. If you have to wait to see who the new Administrator is, there is nothing we can do in terms of supporting or denying. We should not only wait until the Government Operations Committee begins its investigation, but we should also just wait and see what happens even though we have the constitutional or legal responsibility to review the consolidation. Is that correct?

Mr. INGERSOLL. Well, I am not familiar with the chapter and verse of the Presidential reorganization authority, but I do know that the Congress receives it. It either disapproves or approves it. There is no contemplation that the Congress will be concerned with responsibilities that might be involved in the reorganization.

Mr. RANGEL. Policy is certainly one thing with which we have to concern ourselves.

Mr. DRINAN. Will the gentleman yield?

Mr. RANGEL. Yes.

Mr. DRINAN. I want to commend you on your work. I had been favorably disposed to the reorganization plan, too, Mr. Ingersoll. I have admiration for you, and if you look back to Ramsey Clark's administration at Justice, he really cared about civil rights. But I am frankly very disappointed that you can't make an affirmative commitment on behalf of the resources of BNDD.

I would just like your comment pursuant to that about which Mr. Rangel has been questioning you.

Mr. INGERSOLL. I would prefer not to be associated with any administration in terms of partisan politics. I am not a partisan politician. I just happened to be appointed by Ramsey Clark, but that was just a case of a time and a job. I have been retained by the present administration.

As far as the future is concerned, I am in no position in the Drug Enforcement Administration—there is planning at this time. That planning is under the direction—in the hands of Mr. Miles Ambrose for the Department of Justice and the Office of Management and Budget. The total Government is concerned.

Mr. DRINAN. Well, I appreciate that, sir, but it is civil rights about which this committee is concerned. This is the only group in the entire House of Representatives that is concerned with this precise point. It is our responsibility to look at reorganization, too. What type of commitment to civil rights are they going to offer?

We are getting no response. You say that it is not your responsibility. Well, whose responsibility is it, and who can we invite here to give us what that proposed new organization would do with respect to civil rights?

Mr. STALLO. Sir, I think it is premature to respond to that question, but from the department level, I can give you some insight into what we hope to do.

When the new administrator is appointed, it is our objective to meet with him to acquaint him with the Department's action plan, which applies to all Bureaus of the Department, and to encourage him to rely upon Mr. Ingersoll's experience in the Bureau of Narcotics and Dangerous Drugs.

I think we can safely say that we don't lose the benefit of his experience, but instead we have steadily built upon it.

Mr. DRINAN. Thank you very much. I will yield back to Mr. Rangel.

Mr. RANGEL. I want to thank you for coming here, and I must say that in view of what you have told us, I feel much more secure for the safety of the Nation in dealing with the Bureau of Narcotics and Dangerous Drugs.

While I have always been one to support consolidation, I can't find myself supporting what I don't know. So, therefore, I want to thank you for your longtime interest in bringing about not only equality in civil rights, but more importantly, for trying to get the most effective work force that you can get.

I don't think I would be helping you at all by supporting the transfer of people to you when you have no idea about their background and training.

Mr. EDWARDS. The gentleman from Virginia.

Mr. BUTLER. No questions.

Mr. EDWARDS. The gentleman from Massachusetts, Mr. Drinan.

Mr. DRINAN. I yield.

I want to thank him for coming and for this discussion. I hope we can continue this dialog about civil rights in this entire area.

Mr. EDWARDS. I want to emphasize the point that was made by Mr. Drinan of Massachusetts that the Judiciary Committee has a very definite and continuing interest in any kind of a new plan for the reorganization of any executive agency because we have been charged by the House of Representatives with the job of trying to assist the various agencies concerning fair employment practices.

Our investigation previously in the 92d Congress indicated that with regard to Spanish-speaking people of the United States, the employment practices of the Federal agencies and licensees of the Federal Government were very unsatisfactory.

The gentleman from New York pointed out that your agency has done very well with the employment of Spanish-speaking people. I assume, Mr. Ingersoll, that Mr. Gallegos, who is sitting there behind you, is involved in that aspect. Is that correct?

Mr. INGERSOLL. Mr. Gallegos. Mr. Gallegos is the Acting EEO Officer and served on my personal staff. His present duties are to provide me with advice and assistance in all minorities.

Mr. EDWARDS. Mr. Gallegos, you should be complimented with regard to hiring practices. Certainly, you are doing a lot better than any other Federal agency. Whatever the record is with regard to minorities, I would like to ask you one question on that.

Mr. Gallegos, perhaps you would like to answer this. Of the comparatively large number of Spanish-speaking people employed as special agents, what percentage employed are Mexican Americans?

Mr. GALLEGOS. We do not have that breakdown. We don't have the precise statistics on the number of each.

Mr. INGERSOLL. There are some, and these were recruited from Puerto Rico and reassigned to Puerto Rico. There are others elsewhere in the country.

Mr. EDWARDS. Counsel, do you have any questions?

Mr. BLOMMER. No questions.

Mr. EDWARDS. Ms. Robinson.

Ms. ROBINSON. Earlier in your prepared statement, you indicated that you visited predominantly black institutions. I would like to know the names of the colleges.

Mr. INGERSOLL. The names of the colleges? I will have to bring that in for the record.

Ms. ROBINSON. I am also interested in knowing about the career board which was created. I believe it was mentioned with reference to the overseas assignments.

Mr. INGERSOLL. The Career Development Board is responsible for selecting people for overseas assignments, and also for recommending people for promotions to supervisory grades.

Ms. ROBINSON. What is the ethnic composition of that group?

Mr. INGERSOLL. It is composed of three senior white officers in the Bureau.

Ms. ROBINSON. I am also interested in your equal employment plan. Is it correct that there is a departmental policy to document reasons for nonselection of minority and female applicants?

Mr. INGERSOLL. I think it is correct, but I think there is—this is a question that Mr. Stallo would be in a better position to answer.

Mr. STALLO. I don't believe that that is specifically the policy.

Mr. GALLEGOS. It is in the draft.

Mr. STALLO. It is not a department plan, it is the BNDD plan.

Ms. ROBINSON. Then, was it deleted from the final version?

Mr. INGERSOLL. We don't have—the final version hasn't been published yet.

Ms. ROBINSON. Well, is it your policy to do that now? Do you have any mechanism for that?

Mr. GALLEGOS. Oral screening——

Mr. INGERSOLL. There is a requirement for that.

Ms. ROBINSON. Now, could you give me the title of the individuals who have been involved in that process? The draft simply says officials with selection authority. I am wondering who those officials are.

Mr. INGERSOLL. In the field, it would be the regional directors who are the highest ranking officers of the 13 domestic regions and the 5 overseas regions. The decisions are made at headquarters. It would be the Director of Personnel.

Ms. ROBINSON. I see. Within that particular group, are there any minority members who make that decision?

Mr. INGERSOLL. Among the regional directors?

Ms. ROBINSON. Yes.

Mr. INGERSOLL. Yes. There is one regional director and several special agents. There are several in the district offices within the personnel department. There are minority personnel who participate in the decisionmaking process.

Ms. ROBINSON. I have another question with regard to your promotions. I understand there is a restriction on promotions above the GS–12 level. Is this correct?

Mr. INGERSOLL. At this moment?

Ms. ROBINSON. Well, let me ask you then, is the restriction at this moment?

Mr. INGERSOLL. It is a transference of authority during the reorganization period. Any promotion above that level has to be cleared with the Department.

Ms. ROBINSON. I see. Has this restriction just recently occurred, or has it been a restriction for some time?

Mr. INGERSOLL. It has been in effect since the reorganization plan was promulgated.

Mr. STALLO. March 28.

Mr. RANGEL. Could you assist us with the names of the people who presently have been having the input in the reorganization?

Mr. INGERSOLL. I think, as far as the Department of Justice is concerned, the person responsible is Myles Ambrose.

Mr. RANGEL. All right. Would there be any others who have any idea as to what the program that ultimately comes before the Congress for approval is going to be?

Mr. INGERSOLL. People or programs coming before the Congress?

Mr. RANGEL. Well, I don't know. You mentioned that 40 men or so are coming from special intelligence groups.

Mr. STALLO. The decision that must be made by Mr. Ambrose and his assistant will be one in which we will look at the organization structure and will also see what it will look like when they merge functions. Apparently, they exist together, and what the staff is apparently—as far as I know, that decision has not yet been made.

Mr. RANGEL. We have talked with the men that will be providing the 75 percent of the manpower. Myles Ambrose will be providing some part of that manpower, too. Who else will be providing manpower, if not ideas and suggestions?

Mr. INGERSOLL. There will be many through the transfer of individuals from offices of the narcotics department, which is being currently directed by Mr. William Sullivan.

Mr. RANGEL. Who is in charge of that?

Mr. INGERSOLL. Commissioner—I might add several times that people who are being transferred in their field are familiar and associated with the drug enforcement activities. They are inspectors who are going to perform the duties associated with drug enforcement. I would expect it would not until 1 or 2 more weeks before specific individuals will be identified.

Mr. RANGEL. They may have already been identified since this information just hasn't been shared.

Mr. INGERSOLL. I think the field visits are going on right now. I have sat in on our preparatory meeting for the field visits, and the information was not available at the last meeting which was a few days ago, last Friday.

As Mr. Stallo has pointed out, one of the purposes of this trip is to identify if not by name, at least by position and function, those customs activities that are most closely related to the narcotics control efforts.

Mr. RANGEL. Mr. Chairman, has an invitation been extended to any of those people who are presently directing programs that are being considered in consolidation?

Mr. EDWARDS. I believe that we probably decided this morning that we will invite both Mr. Ambrose and Commissioner Acree of the Bureau of Customs next week.

Mr. RANGEL. Might the subcommittee members have the opportunity to request in writing further information?

Mr. INGERSOLL. Of course, and we would be very happy to comply.

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Mr. RANGEL. I can't thank you enough for your appearance.

Mr. EDWARDS. If there are no further questions, we thank you very much, Mr. Ingersoll.

The subcommittee will stand adjourned subject to the call of the Chair.

[Whereupon, at 11:47 a.m., the subcommittee adjourned subject to the call of the Chair.]

EQUAL EMPLOYMENT OPPORTUNITIES IN CURRENT DRUG ENFORCEMENT AGENCIES

THURSDAY, MAY 10, 1973

House of Representatives,
Subcommittee No. 4 of the
Committee on the Judiciary,
Washington, D.C.

The subcommittee met, pursuant to call, at 10:10 a.m., in room 2226, Rayburn House Office Building, Hon. Charles B. Rangel, presiding.

Present: Representatives Edwards, Drinan, Rangel, Wiggins, and McClory.

Also present: Representative Conyers.

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

Mr. Rangel. The Civil Rights Oversight Subcommittee of the Committee on the Judiciary will come to order.

We are pleased to have with us this morning Mr. Vernon D. Acree, U.S. Commissioner of Customs, Department of Treasury, and Mr. Myles J. Ambrose, Special Assistant Attorney General, Director of the Office for Drug Abuse Law Enforcement in the Department of Justice and Special Consultant to the President for Drug Abuse Law Enforcement.

Mr. Acree's Federal career began in 1937, with his employment as a messenger with the Department of Treasury. He has subsequently worked his way up and across a number of career ladders. During World War II, he served in Germany with the U.S. Army's Criminal Investigation Division and subsequently he organized the security force which combated graft and corruption in Marshall Plan assistance. He fulfilled a similar assignment as Chief Security Officer for the Economic Stabilization Agency during the Korean war. He has served as an Assistant Commissioner of the Internal Revenue Service and on May 2, 1972, was sworn in as the U.S. Commissioner of Customs. He has received several career service awards.

Mr. Ambrose, who I understand will be testifying after Mr. Acree, was born in New York City and is a graduate of the New York University School of Law. He has previously served as an assistant to the Secretary of Treasury. From 1960 to 1963, he was executive director of the Waterfront Commission of New York Harbor and later he served as chief counsel to the New York State Joint Legislative Commission for Study of the Alcoholic Beverage Control Law. He is a former Commissioner of Customs and in January 1972 was appointed to his present position by the President of the United States.

The Civil Rights Oversight Subcommittee has undertaken a review of equal employment opportunity available within the several drug fighting agencies. With this objective in mind, last week this subcommittee heard testimony from Mr. John Ingersoll, Director of the Bureau of Narcotics and Dangerous Drugs. Today we are anxious to receive testimony from Mr. Acree with regard to equal employment opportunity available in his Bureau and from Mr. Ambrose regarding the Office for Drug Abuse Law Enforcement. Further, we are especially interested in the manner in which the President's Reorganization Plan No. 2, with its proposed Drug Enforcement Administration, will affect equal employment opportunity and we look to the President's Special Consultant for Drug Abuse Law Enforcement, Mr. Ambrose, to supply the subcommittee with this information.

The entire committee and this subcommittee welcome both of you and I understand that Mr. Acree will be testifying separately and then Mr. Ambrose to follow.

Do you have a prepared statement, Mr. Acree?

TESTIMONY OF VERNON D. ACREE, U.S. COMMISSIONER OF CUSTOMS, DEPARTMENT OF THE TREASURY; ACCOMPANIED BY JAMES KEENER, DIRECTOR OF PERSONNEL, BUREAU OF CUSTOMS; AND RECTOR SMITH, EQUAL EMPLOYMENT OPPORTUNITY OFFICER, BUREAU OF CUSTOMS

Mr. ACREE. Mr. Chairman, we have a prepared statement that we sent to the committee yesterday or the day before yesterday.

Mr. RANGEL. I see. I believe the members have a copy of your statement. If you would like to read from it, you may. If you would like just to highlight a part and then we will put the entire statement in the record, it will be so ordered.

Mr. ACREE. Thank you. I would prefer that we put the entire statement in the record, if you please, and permit me some time, then, to highlight some of the major and/or more significant factors involved in the Customs program.

Mr. RANGEL. Very good. So ordered. You may begin when you want.

[The prepared statement of Mr. Acree is at p. 52.]

Mr. ACREE. Thank you, Mr. Chairman.

First, let me tell you that I appreciate the opportunity to appear before this committee to outline the Customs program in the equal employment opportunity area and some indication as to what I believe as to its effectiveness.

First of all, I would like to mention an observation which I made immediately upon my appointment as Commissioner of Customs a year ago. I found that the Customs Service had already assumed a positive program posture in this area which had been increasing in effectiveness for approximately 5 years. Coming aboard as Commissioner of Customs, I held extensive briefing sessions with each of the program managers and it was through that device and subsequent contacts, observations, and briefings that I keep abreast of what is going on with reference to the total Customs program.

I found that Customs already had, when I came aboard, an ongoing system of program planning, implementation, and evaluation. Customs

had established a framework for special recruiting efforts for minority group candidates and for maintaining contacts with community organizations.

Our offices in the nine Customs regions—Boston, New York, Baltimore, Miami, New Orleans, Houston, Los Angeles, San Francisco, and Chicago—had been and indeed still are conducting equal opportunity seminars for supervisors as well as maintaining positive contact with community organizations. The most noteworthy progress I found was the steady, onward, year-by-year increase in the number of minority group employees on our rolls. The trend and results of our policy, I believe, can be measured in the accomplishments that I will now mention.

For example, the employment of blacks in the U.S. Customs Service increased 118 percent.

Mr. RANGEL. Would you give us numbers?

Mr. ACREE. From 550 to 1,400 between 1968 and 1974. This, Mr. Chairman, is in contrast to the 69 percent overall rise in the agency's total enrollment.

The agency's total employment during the same period, 1968 to 1974, increased from 8,000 to 13,500 persons.

Employment of Spanish-surnamed employees in the same time-frame, 1968 to 1974, more than doubled, from 350 to approximately 900.

Of the aggregate personnel strength in U.S. Customs about 14 percent of our 13,500 personnel are minority employees.

In casting this in somewhat different perspective, the percentage of total Federal jobs held by Spanish surnamed employees in January 1974 was 4.9 percent of the total Federal employment. The Customs figure would be 4.7 percent of our personnel.

The percentage of jobs held by Negroes in the Federal work force as of that same date was 15.1 percent. The Customs figure was 9 percent.

I think, too, that I might mention in that regard that Customs has relatively few blue-collar workers and the total Government figure includes the Postal Service, too, so that there may be some reason why, in a total way, the measurement of the 9 percent in Customs would not be exactly in terms of the proper relationship of blacks to total employment.

Mr. RANGEL. I did not understand that. I am terribly sorry.

Mr. ACREE. Let me go back, sir. I said that the percentage of total Federal jobs held by Spanish-surnamed employees in the entire Federal employment force was 2.9 percent in January 1972.

Mr. RANGEL. I understood your statistics, but you mentioned there were no blue-collar jobs in the Customs Bureau.

Mr. ACREE. Yes. I mentioned that in the light of the fact that the Customs employment of blacks, 9, as opposed to the total Federal employed force of 15, was low. And I was indicating that the reason for the higher Federal figure, that it does include all blue-collar workers and workers in the Postal Service and the like, where there is a very high percentage of blacks employed, pointing out, sir, that we do not have a large number of that kind of employment in Customs; that is, blue collar or wage board.

Mr. RANGEL. Where is the bulk of your minority employment in Customs?

Mr. ACREE. The bulk of our minority employment in Customs is in the inspector, import specialist ranks, Customs inspectors, and import specialists.

Mr. RANGEL. Would it be these forces that you just mentioned that would be joining in with the Bureau of Narcotics and Dangerous Drugs in order to abide by the President's wishes?

Mr. ACREE. Mr. Chairman, no, sir. Those forces would stay with Customs and would continue to be a part of the Customs operation. The Organization Plan No. 2, sir, envisions transferring only our agent personnel, criminal investigative personnel to the new agency.

Mr. RANGEL. The thrust of these hearings is equal employment opportunity in connection with the proposed Drug Enforcement Administration and the combining of drug-fighting agencies is under one umbrella. So that, if you could direct your remarks to that part of your office which you expect to be transferred in this merger, it would allow us to deal with those issues.

Mr. ACREE. All right, sir.

I had a number of other points.

Mr. RANGEL. I did not mean to interrupt.

Mr ACREE. Then, I will pick up on the point you mentioned.

Mr. RANGEL. If you can highlight the particular issue upon which the subcommittee is focusing, it will be appreciated.

Mr. ACREE. I certainly shall. I might point out that along with the increases statistically that I have already cited, during the same period minority group persons moved into such supervisory posts as District Directors, Division Directors, and numerous other significant positions within the entire Customs Service.

Another important aspect of our ongoing program involves training and development and upward mobility. These areas have also been a consistant part of our activity for at least 5 years. We are at this moment developing, I guess, for a more comprehensive upward mobility program in order to improve our implementation. These gains in U.S. Customs reflect the agency's efforts to assure equal employment opportunity under Executive Order 11478.

We are presently implementing new requirements in the EEO area imposed by the Equal Opportunities Act of 1972. Indeed, we will devote 15 man-years to this program in fiscal year 1974 as against 4 man-years dedicated to this effort in 1968.

The key elements in the Customs program are the development of action plans for headquarters in Washington, and in each of our nine regions, continuing emphasis on recruitment, upward mobility and utilization and training, complaint handling and program evaluation, communication in all aspects of the programs, the supervisors, employees and new employees by means of special issuances, employee publications and the mass media.

A number of other factors, we feel, should be considered in evaluating the total customs program. First is the general decline in total Federal employment, coupled with the budget squeeze, the mandate from the Department to attempt to absorb 600 customs security officers and sky marshals, who are being phased out by Executive order, Reorganization Plan No. 2 of 1973, which is currently under consideration by the Congress, and which, if implemented, will result in the loss of over

500 customs agents and support personnel to the proposed new agency in the Justice Department.

Concurrently, this plan envisions the absorption of about 1,000 immigration personnel into customs.

I might mention, too, that some negative reaction to recruitment for investigative personnel among minority groups does exist and we might discuss it further, Mr. Chairman.

Mr. RANGEL. What is the starting salary, Commissioner?

Mr. ACREE. The starting salary is a grade 5 level.

Mr. RANGEL. How much is that? You may be able to help me before the day is out.

Mr. ACREE. $7,694.

Mr. RANGEL. That just about equals the poverty level of the President's programs.

Mr. ACREE. And then, of course, there is the competition on college campuses for graduates by private industry and other governmental agencies.

So far as the program within Customs is concerned, I can assure you and the committee that during my tenure as Commissioner I personally intend to see that Customs maintains a positive effort thus far put forth in equal employment opportunity. Frankly, I see no reason why we, as a major Federal bureau, cannot continue to train, hire, and promote in an affirmative manner and improve even further our image as an equal opportunity employer. It is my responsibility under this program to assure every employee and applicant that his or her chances of being promoted or hired, whichever, will not depend upon some extraneous factor such as race or sex.

I have sent out several messages concerning our program responsibilities to all of our employees, managers, and supervisors in Customs. Indeed, it is not a new message. It is a continuation of a positive program effort as I indicated at the outset that I found when I came there and I do believe in terms of the statistics that I have cited has been, overall, most beneficial.

Mr. RANGEL. Thank you, Mr. Commissioner.

Mr. Edwards, our chairman.

Mr. EDWARDS. Thank you, Mr. Chairman.

How many people are going to be transferred over to the proposed Drug Enforcement Administration, Mr. Acree?

Mr. ACREE. Mr. Edwards, this figure in exact terms is presently under study by OMB to determine in terms of customs resource exactly what will go to the new agency—both personnelwise and resourcewise.

Our computations at this point suggest it will be, so far as agent personnel, criminal investigators are concerned, somewhere in the neighborhood of between 500 and 600.

Mr. EDWARDS. Are they all male?

Mr. ACREE. We have not identified, sir, the individuals that will go. Now, in the makeup of the total work force currently still with Customs, we have some female special agents, criminal investigators.

Mr. EDWARDS. Are these all special investigators who are going to be transferred?

Mr. ACREE. Yes, sir, special agents.

Mr. EDWARDS. What is their pay scale?

Mr. ACREE. Their pay scale would extend from grade 5 through grade 15, the total pay scale of criminal investigators in Customs. It will be a proportionate share or percentage, rather, of each of those grades that will move.

Mr. EDWARDS. Did you notice the article in the newspaper this morning referring to the problem in the Marshal's office at the Department of Justice where the Justice Department's Civil Rights Division issued an order requiring that 18 percent of the supervisory positions within the Marshal's office be held by minority members? What percentage of your supervisory positions do you think are held by minorities? They are generally grades 9 to 13.

Mr. ACREE. I am sorry, sir. I do not have that figure immediately available. However, we will be pleased to provide it for the record.

Mr. EDWARDS. Do you know approximately how many people you have in grades from 9 to 13?

Mr. ACREE. Are we speaking, sir, for clarification, of the overall Customs Bureau?

Mr. EDWARDS. The whole Customs Service.

Mr. ACREE. I am sorry, sir. We do not. We will provide it for the record.

Mr. EDWARDS. It probably is around 700 or 800, according to this minority group statistic chart of yours. That is, the total personnel in grades 9 to 13 for criminal investigator. Of the 700 or 800, according to this chart, approximately 15 are black.

Mr. ACREE. We have those figures, sir. We will give them to you in just a minute. My two operators are computing them.

Mr. EDWARDS. Thank you.

Mr. RANGEL. Mr. Wiggins?

Mr. WIGGINS. Thank you, Mr. Chairman.

I read your prepared statement, sir, and it is evident from that statement and the attachments thereto you are making a genuine effort to recruit minority employees into the Service and that you are attempting apparently in good faith, to implement all Presidential guidelines and directives to that end.

The fact remains that those efforts have not been crowned with shining success, have they, in terms of the total numbers. I refer now to criminal investigators only.

Mr. ACREE. Criminal investigators only.

Mr. WIGGINS. Yes. I have before me a chart apparently prepared by you labeled "Minority Group Statistics."

I am going to refer, for the purposes of my question, only to the city of Chicago, which is on page 4 of that document. You furnished the subcommittee with statistics indicating that Chicago is a city of approximately 3,300,000 persons, of which 1,100,000, or approximately one-third, are black. The statistics for Chicago with respect to criminal investigators indicate that there are no black criminal investigators in Chicago out of a total work force there in this category of 97. Are my statistics correct?

Mr. ACREE. Your statistics are correct, sir, and I will certainly stipulate so far as the criminal investigator area in Customs is concerned, the track record is bleak.

Mr. WIGGINS. All right, Now, I am willing to accept at face value the good faith efforts you have made to recruit minorities, but the record indicates that at least insofar as Negroes are concerned in Chicago, you have been unsuccessful. Would you tell the subcommittee why you have been unsuccessful?

Mr. ACREE. Mr. Wiggins, I cannot respond in an accurate way due to the fact that in the last 14 months we have not attempted to hire any criminal investigators, because of the ceilings, and so forth.

I think we would have to go back into the last several years of recruiting efforts and employment programs, and frankly, when I was appointed Commissioner of Customs in May of 1972, I took the position essentially that rather than attempt to go back and find out the reason, not only in answer to the question that you have asked, sir, but to many others, that I would be more concerned about what occurred from May 1972 onward.

Mr. WIGGINS. I can understand that.

Mr. ACREE. If I may, sir——

Mr. MCCLORY. Will the gentleman yield?

Mr. WIGGINS. Of course.

Mr. MCCLORY. When we were discussing the subject with the head of the Bureau of Narcotics and Dangerous Drugs it was brought out that criminal investigators there were preferably black if they were working in a balck area. I just wonder what do the criminal investigators in Chicago do? Are they principally at O'Hare Airport?

Mr. ACREE. No, sir. They would be throughout the entire Chicago region, not just at O'Hare Airport. They would have a variety of duties to perform as customs special agents.

Mr. MCCLORY. Would they be investigating, conducting criminal investigations in the black area of Chicago?

Mr. ACREE. They would be conducting criminal investigations in the black area of Chicago, Detroit, and other cities that are within the customs Chicago region.

Mr. MCCLORY. Does that impair the criminal investigation when you have all white investigators charged with investigating in the black neighborhoods?

Mr. ACREE. Again, sir, I have projected my response on what has occurred since May 1972. If I can go back into 32 years experience in the enforcement and investigative area, I would indeed agree, Mr. McClory, with your observation. In the agencies that I have been associated with prior to coming to Customs I think that you can make a very valid point, that to do a proper job of enforcement, to do a proper job of any kind of public contact, you necessarily must field an all-American team, if I can express it in that sense.

Mr. WIGGINS. Mr. Acree, what are the educational qualifications for a new incoming criminal investigator?

Mr. ACREE. The criminal investigators that come into Customs and the other Treasury enforcement agencies enter via the Treasury enforcement agent examination. This is an examination set up by the Civil Service Commission, administered essentially by Treasury for the employment of special agents.

The Treasury enforcement agent register is used to fill Secret Service, alcohol, tobacco, and firearms, customs special agents, Internal Revenue special agents, Internal Revenue inspectors, and the entire

spectrum of 1811 series, criminal investigator jobs throughout the entire Treasury Department.

The requirement for an individual to be eligible to take that examination essentially requires a college education. However, I cannot say off the top of my head, but there is a provision for the substitution of some work experience in lieu of the educational requirement so that an individual can have a combination of both education and experience and be eligible to take the Treasury enforcement agent examination.

Mr. WIGGINS. Is the examination a written examination?

Mr. ACREE. The examination, sir, is a written examination.

Mr. WIGGINS. Who prepares the examination?

Mr. ACREE. The Civil Service Commission.

Mr. WIGGINS. Would it be possible for you to obtain a copy of the examination which all applicants take in order to qualify and submit that to the subcommittee, with the Chairman's permission?

Mr. ACREE. The Director of Personnel suggests that the Civil Service Commission, sir, would probably be asked to rule on that, as to whether making a copy of the examination available would compromise the test.

Mr. RANGEL. Subject to their ruling.

Mr. ACREE. Fine, sir. We would be pleased to do that.

Mr. RANGEL. And would you please, if they rule adversely, send a copy of the ruling to us?

Mr. ACREE. We will do that, sir.

Mr. WIGGINS. Are there any physical requirements apart from educational attainment in order to take the test?

Mr. ACREE. Yes; there are such as I cite. Some of the services of the Treasury Department, Secret Service as an example, require 20–20 vision, not corrected by glasses. Other of the Treasury enforcement agencies, and I think including Customs, do provide some waiver for eyesight and other physical impairments.

Mr. WIGGINS. Is there a height limitation?

Mr. ACREE. No, sir; there is not.

Mr. WIGGINS. Is there a weight limitation?

Mr. ACREE. No, sir.

Mr. WIGGINS. Is there a sex limitation in any way as far as you know?

Mr. ACREE. No, sir; there is no sex limitation.

Mr. WIGGINS. Have you seen one of these examination blanks or applications?

Mr. ACREE. Not in many years, sir.

Mr. WIGGINS. Prior to taking the examination, I gather that an applicant fills out in writing an application; is that right?

Mr. ACREE. Yes, sir; he does.

Mr. WIGGINS. Is that done also at the Civil Service Commission?

Mr. ACREE. Yes.

Mr. WIGGINS. Mr. Chairman, I would like our record, if you agree, to include a copy of the application which the applicants must complete in order to qualify for the examination.

Mr. RANGEL. Certainly, you do not need Civil Service permission for that.

Mr. KEENER. That is correct. The application is primarily just a background of the person's education and work experience to tell if he would qualify for the position if he passed the exam.

Mr. WIGGINS. I understand, but subject to the Chair's ruling, I think it would be helpful to our record if we had a copy of the form to be filled out.

Mr. RANGEL. I concur.

Mr. WIGGINS. Does the applicant fill out that form in person?

Mr. ACREE. The applicant fills out the form in person. As a matter of fact, the Treasury enforcement agent brochure is a very attractively prepared one. It is distributed on the campuses of most of the colleges, universities, if not all, and is made available to all of the recruiters both at Civil Service and at the Treasury Department. And in it is merely a small yellow card, Mr. Wiggins, that the prospective applicant completes mails in, then, to the Civil Service Commission. He is advised then by the Civil Service Commission as to where and when he may take the examination.

Mr. KEENER. That is correct.

Mr. WIGGINS. If the application on its face reveals no impediment to the man taking the examination, is there some further screening that occurs between the completion of that application and the taking of the test?

Mr. KEENER. There is no screening by the Civil Service Commission.

Mr. WIGGINS. All right. Now, let me pose a hypothetical case, that a convicted narcotics felon possessed the requisite apparent qualifications, filled out an application, and was apparently qualified to take the test. Do I understand you to say that he could take that test?

Mr. KEENER. Yes; he could take the test and receive a rating. Then it would be the obligation of the hiring agency to verify the employment, the experience, and do a background investigation to see if he is qualified for the position.

Mr. WIGGINS. Would the gentleman identify himself for our record?

Mr. KEENER. James Keener, Director of Personnel, Management Division, Bureau of Customs.

Mr. RANGEL. If it is more comfortable, you can sit with the Commissioner.

Mr. WIGGINS. Are prospective criminal investigators completing this application at the present time or have you closed the field?

Mr. ACREE. No. There are prospective criminal investigators taking the examination.

Mr. KEENER. I believe that in most parts of the country the examination is closed now because the registers are so full but there are, I think—the Boston area, for instance, is still giving the exam.

Mr. ACREE. The registers are full and hiring is nominal.

Mr. WIGGINS. I understand.

Now, let us assume for the purposes of our question that we get to the point where the application has been completed, that the applicant has been permitted to take the test and he takes the test. What happens then? Does the Civil Service Commission grade this test in some way?

Mr. KEENER. That is correct. They would grade the examination and give the applicant a score.

Mr. WIGGINS. Is there any subjective judgment that enters into the score or is it mechanically graded?

Mr. KEENER. I think it is a purely mechanical test that is graded by an IBM machine.

Mr. WIGGINS. Now, let us further assume that a given applicant has taken the test and has met the requisite minimum score or exceeded it. At what point does human judgment enter into the hiring of a given individual?

Mr. KEENER. When we had vacancies to fill we would ask for a register of eligibles from the Civil Service Commission. They would certify to us those people who had passed the examination, listing those people who had the highest score first in rank order. Depending on how many vacancies we had, then we would schedule interviews with the individuals to determine their interest in the job and they would be evaluated on the basis of the interview to determine their ability to meet and deal with people, their convictions about the type of job that they would be hired for, and so forth.

Mr. WIGGINS. Well, I think the committee recognizes that you cannot remove the human judgment area in the hiring of a given individual. It must come into play at some point. But that is not my point. Right at the final act here prior to hiring, I take it there must be some sort of background screening.

Mr. KEENER. Yes, sir. If they are then identified as the best candidate on the register, then a background investigation would be initiated.

Mr. WIGGINS. Well, now, let us suppose that it is a questionable case. You have five or six highly qualified people. At that point if one or more of those fall into a minority category, are they given preference or priority in the hiring?

Mr. KEENER. I think that we try—if there were people of equal caliber, we would try to bring in the minority candidates because of the need for minority candidates in the work force.

Mr. RANGEL. Will the gentleman yield?

Mr. WIGGINS. Surely.

Mr. RANGEL. Is there any written policy to that effect?

Mr. KEENER. No.

Mr. SMITH. Not precisely on that point, sir, no.

Mr. RANGEL. Would the gentleman identify himself?

Mr. SMITH. Rector Smith, Equal Employment Opportunity Officer, Customs.

Mr. RANGEL. I yield.

Mr. WIGGINS. Well, now having discussed this with you for a moment or two and perhaps refreshed your recollection, I want to go back to the basic question. Why are not there more blacks in Chicago? What is your judgment on it?

Mr. ACREE. My judgment on it, based on an extensive review with my associates at Customs when I found exactly what it is that you are referring to, Mr. Wiggins, and other areas with equally as poor track records, was that they had made an effort, that they had been to colleges, been to universities, and had sought to recruit minority types for the criminal investigator positions.

Maybe Mr. Smith could add some further comments in that regard.

Mr. SMITH. Mr. Chairman, the results of most of the recruiting efforts have been that in contacting black students on the campuses, it was found that as a rule, they did not want to attempt to get into

law enforcement occupations. Exactly why this is I have not quite decided, but I feel that it is related to some social manifestations of long standing.

I found myself on recruiting visits, for example, that I could not generate any interest in the area of law enforcement when I would go to a college and talk to students. In fact, I have seen examples of our own recruiting booth, for example, being passed up completely, with absolutely no interest, not only in law enforcement, but in an inspector, import specialist, or whatever occupation we were willing to discuss.

Mr. WIGGINS. One final question, Mr. Chairman, and then, of course, I shall yield.

Do you maintain statistics relative to the number of minority personnel who make application as a percent of the total applicants?

Mr. KEENER. We have not maintained statistics because there are so many but we have made studies where we have asked for, on a particular register, the number of minority candidates interviewed, certified and interviewed, and the results.

Mr. WIGGINS. Well, let me tell you what I am getting at, and I may not be asking it precisely. What I would be interested to know is whether approximately the same number of minorities come out at the end of the pipeline that enter it or if the screening process, perhaps unintentionally, weeds out minorities. That is what I am trying to get at. Can you shed any light on that?

Mr. ACREE. Would you have any observations?

Mr. KEENER. I believe I could perhaps partially answer that, at least. There is a tendency. I believe, in the process to find that there is a higher percentage of minority candidates, once they are brought in for the interview process and find out about what the job is, who will decline and indicate that they are no longer interested in the position. But I think of those who indicate that they are interested, the percentage of minority candidates on the register as compared with nonminority would—the percentage of those hired would be about approximately the same.

Mr. WIGGINS. Well, have your studies produced some written confirmation of that statement?

Mr. KEENER. I do not believe we have anything in writing at this time. The last study that we did was about, I think, 2½ years ago when we were doing some heavy recruiting.

Mr. WIGGINS. Thank you, Mr. Chairman.

Mr. RANGEL. Father Drinan.

Mr. DRINAN. Thank you, Mr. Chairman.

Let me speak about the Boston situation. First, there is an error here in the population statistics. There really are not 641 million people living in Greater Boston.

Mr. WIGGINS. It just seems that way.

Mr. DRINAN. That is right. If so, we need some more Congressmen.

Mr. ACREE. Our statistic——

Mr. DRINAN. Yes, sir; right here. I cannot figure out what it would mean. In any event, Boston, New Orleans, and Chicago are lily white according to your statistics here and I raise the same question that Mr. Wiggins raised. When you opened your testimony I was relatively impressed that you had 1,200 out of 14,500, which is almost 10 percent

of the population, but then in the one breakdown you give us here that is totally unrepresentative. There is only—well, the figures here, the minority people, 1,943. So, do you have a breakdown now for Boston, for example—in the nine Federal regions, do you have a breakdown of minority employment for all of the other categories?

Mr. SMITH. No; we do not have available today—we do not have a breakdown of all the other categories but we could furnish it.

Mr. DRINAN. Well, then, may I ask why did you put forward this one which is not representative?

Mr. ACREE. This one was requested, Congressman, by the committee, specifically, I believe the week, before last, in this specific category of employee.

Mr. DRINAN. All right. I think that we should have, for a balanced presentation, the rest of the categories, and so on. I would be particularly interested in how many blacks and Spanish speaking you have in the Greater Boston area. But that is my only question, Mr. Chairman.

I commend you for the efforts you are making and I would be interested in seeing the overall because I am sure it would be more representative than this.

Thank you very much.

Mr. RANGEL. Thank you.

Mr. Smith, how many people are employed by you as Director of Equal Opportunity?

Mr. SMITH, My staff consists four, Mr. Chairman. However, we have equal opportunity officers in each of our nine regions who are my counterparts in the field.

Mr. RANGEL. Well, do you cover the criminal investigator category on a national level?

Mr. SMITH. I do.

Mr. RANGEL. So you cannot have too many counterparts in this area because we would have more blacks than we have now.

Mr. SMITH. Well, how do you mean, sir?

Mr. RANGEL. Well, what do you see your duties as being for the Customs?

Mr. SMITH. To assure that an equal employment program is effectively carried out.

Mr. RANGEL. And how long have you been employed by Customs?

Mr. SMITH. Seven years.

Mr. RANGEL. How do you respond to the questions that Mr. Wiggins was asking relative to the hiring of minorities as criminal investigators.

Mr. SMITH. Well, I go back to my previous comment, that one of the problems in locating minority group persons for this particular job category is definitely the lack of desire to get into the law enforcement field.

Mr. RANGEL. This view is not commonly shared by other recruiters from law enforcement agencies, is it?

Mr. SMITH. Well, such as what type?

Mr. RANGEL. Such as the New York City Police Department. It has waiting lists of blacks.

Mr. SMITH. Well, I could not answer to that. I do not know what experience they have had and I do not know where they recruit.

Mr. RANGEL. Do you have conferences with your counterparts in other law enforcement agencies?

Mr. SMITH. No; I do not.

Mr. RANGEL. Well, you do not think that these black college graduates might be influenced by your starting salary, rather than a philosophy that is supportive of law enforcement?

Mr. SMITH. I think they are very much influenced by the starting salary. In fact, that has been another of our problems and that is that the starting salary which is dictated by the Civil Service Commission and the structure of the job is below the starting salary that most graduates can get in any other industry, in private industry, rather.

Mr. RANGEL. Do you think if your starting salary were higher that it might pierce the antilaw enforcement philosophy which you believe to be prevalent among black students?

Mr. SMITH. I think it would help. I do not think it would be the sole answer. Some people will not try to get into a job category where they have to carry a gun and wear a badge.

Mr. RANGEL. So what have your efforts been to overcome these obstacles as they relate to the criminal investigators? Do you have a program or any suggestions that you have submitted?

Mr. SMITH. Well, our continuous effort is to try to locate candidates through a number of means, not only through the normal recruiting such as going to colleges but by word of mouth, by trying to get those who are already on board to contact someone whom they may know who might be interested and could pass the TEA.

Mr. RANGEL. Does your office or does the Office of Personnel have the responsibility for focusing in on minorities and bringing them in?

Mr. SMITH. Well, it is a joint responsibility. We share that responsibility. It is primarily my responsibility to see that the effort is made.

Mr. RANGEL. Now, are you satisfied with the effort that has been made?

Mr. SMITH. I do not think I would ever be satisfied with the effort. I feel that we could always do more. It is just a matter of finding the opportunity, the right location, people interested, and so forth.

Mr. ACREE. Mr. Chairman, if I may, Mr. Smith whom I knew in Internal Revenue, performed most effectively there before he went to Customs. Indeed, I was delighted to find him at Customs when I arrived on the scene last May and I am aware of his great effort in this regard which was singularly more difficult some 10, 15 years ago than it is today, and Mr. Smith's track record, if you will, in the area of equal employment opportunity and working with and through and in those programs indeed is exemplary.

I think, except in the job category of criminal investigator that we are talking about essentially here, that the statistics which I cited at the outset of my comments really bear testimony to the effort Mr. Smith has made in his capacity as Customs Equal Employment Opportunity officer.

Going on, if I may, sir, in the discussion I had when I found out these figures I frankly was as appalled as I am sure most of you gentlemen are.

Mr. RANGEL. You mean you just found out when we asked you to come here?

Mr. ACREE. I was not aware. I was aware of the overall record of Customs. When I got into the equal employment opportunity program and on the basis of the overall record, I thought it was extremely good. As Mr. Smith says, however, anything can be improved. I was

not aware, frankly, until these statistics were provided this committee, of the low employment level of minority people in our criminal investigative force.

Mr. RANGEL. Well, I do not want to take anything away from Mr. Smith's efforts, but, Mr. Smith, were you aware of this statistical data?

Mr. SMITH. I have been aware of the fact that we have been very low in the 1811 series since before I came to Customs, but I have been also making sure of two things. One is that the efforts were genuine and were being made to locate minority group people, and second, that the opportunity to hire at any time was not being passed up, and once you do these two things effectively, and you still cannot come up with minority group people, there is not much left for you to do.

Mr. RANGEL. It just seems to me, Mr. Smith, that one thing that you would have to do is bring this to the attention of the Commissioner of Customs.

Mr. SMITH. Well, now, let me explain that. The fact that the Commissioner was not completely aware of this particular job category does not mean that someone else in the organization who had authority to make a change or whatever was not aware of it. The Assistant Commissioner for Investigations who is directly in authority over the criminal investigator is and has been aware of this situation and he and I have discussed it many, many times. In fact, I did not feel that it was necessary to request any specific action from the Commissioner on this because we were handling the situation completely as best we could.

Mr. RANGEL. Well, if we did not have the type of leadership that we do have at Customs and you were just an equal employment opportunity officer reviewing a firm in the private sector, might not you believe that you were dealing with a racist corporation given the minority group statistics which are before us?

Mr. SMITH. If I did not know, I would probably assume that.

Mr. RANGEL. Now, if we start from that assumption, what efforts have you made that are written that would eliminate the presumptions which one gets from this chart which I have?

Mr. SMITH. Well, one effort is recruiting.

Mr. RANGEL. Is it your responsibility to go out and recruit?

Mr. SMITH. No. It is not my responsibility to go out and do the actual recruiting but on some occasions I would go out to make sure or just observe to see how our efforts are being conducted.

Mr. RANGEL. Who has the responsibility to recruit minorities?

Mr. SMITH. Well, recruiting is a personnel management function. Generally, it falls entirely under the Personnel Management Division.

Mr. RANGEL. May I ask you to respond?

Mr. KEENER. Yes. We have done a number of things in order to identify minority candidates. The certificates of eligibles on the Treasury enforcement agents' examination have themselves a very low percentage of minority candidates. A couple of things we have tried to do to get around this situation is we have Customs patrol officers and Customs security officers who would have an opportunity in Customs to move into agent positions. We can recruit these people at the grade 4 level.

Mr. RANGEL. How much does that pay?

Mr. KEENER. $6,882.

Mr. RANGEL. $6,000——

Mr. KEENER. $6,882 a year to start.

Mr. RANGEL. And how long would they have to be in grade 4 before they would be eligible to become an agent?

Mr. KEENER. They would have to be a grade 4 for 1 year before they would be eligible for the next level of grade 5. Now, they could move up in these positions to grade 9 without moving into the agent position.

Mr. RANGEL. But since it is the agent position which is crucial, I assume that more attention would be given to trying to get qualified people into the criminal investigator's status.

Mr. KEENER. That is correct. This is, as I say, the reason that we went to the grade 4 level, because we found that there were more minority group candidates on the junior Federal assistants examination which we use at the grade 4 level.

Mr. RANGEL. You do not have to be a college graduate for that level.

Mr. KEENER. That is right. You have to have either 2 years of college or 2 years of work experience and the work experience, sir, is general, whereas for the criminal investigator position you have to have criminal investigative experience.

Mr. RANGEL. Well, what I am trying to find out is how many eligibles do you have now at the grade 4 level that could transfer, if it were possible, to criminal investigator status?

Mr. KEENER. We now have about 150 minority group candidates in the CSO, CPO fields that conceivably could be selected for agent positions.

Mr. ACREE. If I may interrupt, sir, these are the kinds of positive things that essentially have to be done to bring into the ranks of the criminal investigative 1811 series minority types. As I said, I have been in this business many years and I can tell you just from my own experience that there is a validity to that which Mr. Smith is saying, that this is a job category that a minority type that is able to get himself through college essentially does not aspire to. He has opportunities beyond that both in terms of salary and in terms of opportunity in the private sector, and I think you cannot lock yourself or should not lock yourself into any set of pro forma programs. It takes more imagination, more innovation, in an effort to do the kind of thing that the Director of Personnel, Mr. Keener, is speaking to.

In addition, very frankly, I have engaged in some proselytizing. I have been able to attract from local police departments by virtue of having agents that worked for me in other agencies in the past, and I have become aware of a bright, capable, energetic, ambitious minority type, and do an effective job of siphoning them off from a local police department, be it New York, Washington, D.C., or elsewhere.

Mr. RANGEL. Wait a minute, Commissioner. How much siphoning can you do from New York for $6,800?

Mr. ACREE. There comes a break-even point.

Mr. RANGEL. Are you saying that you have been successful in recruiting black policemen from the city of New York to Customs?

Mr. ACREE. Not to Customs; no, sir. I mention this in connection with agencies I have been employed with in the past.

Mr. RANGEL. Oh.

Mr. Wiggins.

Mr. WIGGINS. Mr. Keener, what is the racial composition of your group of recruiters?

Mr. KEENER. We use, when we go out in the field, a team generally of recruiters. I am really not sure of the racial makeup of our recruiters. I am really not sure of the racial makeup of our recruiters in the field because I have not met them in person, but we have asked that when they go out that if there is not a minority member who is a personnel person, that they bring along with them minority employees who are either inspectors or import specialists or whatever type of position it is that they are recruiting for as part of the recruiting team.

Mr. RANGEL. Do you specifically recruit for criminal investigators?

Mr. KEENER. Myself?

Mr. RANGEL. Not you personally, but I was trying to establish who had the responsibility for recruiting. I understand it is you.

Mr. KEENER. That is correct.

Mr. RANGEL. Now, I cannot understand that you do not know the ethnic background of recruiters. Can you identify recruiters in your Department?

Mr. KEENER. Do you mean by that——

Mr. RANGEL. Do you know to whom you have assigned recruitment responsibility?

Mr. KEENER. Yes.

Mr. RANGEL. Who would that be:

Mr. KEENER. Well, we have a group of people in the Bureau headquarters who are responsible. Then we have a personnel office in each one of our regions with a personnel officer and staff.

Mr. RANGEL. When last were you in touch with your personnel officer in the Boston area or in Chicago.

Mr. KEENER. On an almost daily basis.

Mr. RANGEL. What particular problems are they having in Boston and Chicago in terms of getting black agents?

Mr. KEENER. As Mr. Acree pointed out, we have not hired any agents for approximately 14 months from the field in these areas.

Mr. RANGEL. Well, if there were some basic thrust, do you have any flexibility under the new reorganization in terms of hiring?

Mr. ACREE. No sir. We are not hiring at all.

Mr. RANGEL. What about all of these exempt positions? Do you have any special positions that are exempt that you can hire without going through the process you explained to Congressman Wiggins?

Mr. KEENER. We have authority to hire 25 schedule A positions for the investigative field.

Mr. RANGEL. Have any blacks been hired?

Mr. KEENER. Yes; but not in the past year.

Mr. RANGEL. Well, if you agree that having a law enforcement agency reflect to some extent the ethnic composition of that community in which you are attempting to enforce the law, and since we, laymen, believe that the criminal investigative staff really reflects the effectiveness of an agency which is a line law enforcement agency, then it seems as though your Department is being adversely affected by the restrictions that you have on you in connection with your ability to recruit Americans to reflect what America looks like. More importantly, I assume where your agents are dealing in narcotics trafficking that you find yourselves in the inner cities of our United States and for reasons which we all know those inner cities are basically black.

I just cannot conceive how you can fulfill your national mission with a task force of 1,800 agents, which certainly has a fine reputation in terms of effectiveness and integrity, and then tell the Nation that of this number 19 are black. I just do not understand it.

Mr. ACREE. Nor do I, sir.

Mr. RANGEL. Now, that being the case, since both you and I are confused about why we have this very, very low number, and now we have a proposed merger with the Bureau of Narcotics and Dangerous Drugs, which has almost the same problem, can you identify those 500 or 600 agents who will be transferred to this new organization?

Mr. ACREE. This is in the process of being worked out now, Mr. Chairman.

Mr. RANGEL. Now, the President has asked us to affirm his proposal by not opposing it. And we cannot find any body that is able to tell us exactly what will be the composition of the personnel with this new organization. Obviously, you cannot because you have not even identified yet the personnel that you may be losing.

Mr. ACREE. Only in terms of numbers, sir.

Mr. RANGEL. Mr. Ingersoll said that he was not called into meetings where this new organization was being discussed, so, therefore, he did not have any knowledge and he would not know what is going to happen until it was done. Then, he would receive directives. Has the administration been kinder to you? Have they asked your opinions about the new Federal drug-fighting agency?

Mr. ACREE. In advance of the reorganization plan submitted to Congress I attended one such meeting for approximately an hour and a half.

Mr. RANGEL. Was that it?

Mr. ACREE. That is it, sir. I have subsequently after the plan went forward, however, in terms of what the new agency was going to do, what was going to be transferred from Customs, what was going to be transferred to Customs, have participated in any number of meetings and deliberations in that sense.

Mr. RANGEL. Have you participated in the selection of the personnel to be transferred?

Mr. ACREE. No, sir. We have a factor that we are using and that is 50 percent or more of an agent's caseload would identify, then, that person to transfer to the new drug agency.

Mr. RANGEL. I do not understand that.

Mr. ACREE. If an agent has a caseload of narcotics cases exceeding 50 percent of his total assigned caseload, then he would transfer to the new Drug Enforcement Administration, and we have been making those computations and it does come out approximately 600 agent personnel based on a workload factor.

Now, we have not gotten into the personal identification as to those agents. We are in the process of doing that now.

Mr. RANGEL. Do you support the merger?

Mr. ACREE. I support the merger in view of the fact that the President is attempting to put together under one roof the total drug enforcement and intelligence effort, and I think that this has to have a total salutary effect, sir.

Mr. RANGEL. Did the President seek your advice prior to his directive?

Mr. ACREE. No, sir, he did not.

Mr. RANGEL. Do you know anybody with whom the President has consulted before he came to the conclusion that it would be more effective to merge?

Mr. ACREE. Based on the meetings that I referred to, I would certainly believe that he consulted with the Director of OMB.

Mr. RANGEL. Well, it seems to me that OMB is actually the most important factor that this subcommittee should be considering in terms of what this new organization is going to be. Is that true?

Mr. ACREE. I would say so, sir, yes.

Mr. RANGEL. Is OMB more important than the Bureau of Narcotics and Dangerous Drugs, the Office of Drug Abuse Law Enforcement, and Customs in effectuating the merger?

Mr. ACREE. But again, sir, this is their role, to define resources, and to effect the reorganization merger of Government functions, Government agencies.

Mr. RANGEL. But, would you like more flexibility in terms of your regulations so that you could get on with the business of hiring minorities and becoming more effective, especially in this area that we are talking about today?

Mr. ACREE. I would, Mr. Chairman. I might mention that we did have one problem area that was identified by our own personnel as well as Members of the Congress in San Ysidro, Calif., having to do with a problem situation which I referred to in my opening statement and we did, having once been made aware of the program, move in a very positive way, defused a very difficult situation, toned down the emotions, developed an action plan, hired about 40 Spanish-American inspectional personnel, opened up a dialog with the Spanish-American community representatives there, and I am convinced that there is no problem that is insoluble.

Mr. WIGGINS. May I ask a question?

Mr. RANGEL. Yes, Mr. Wiggins.

Mr. WIGGINS. Referring to your just completed statement, and your statement that you hired 40 Spanish-speaking personnel in the San Ysidro area, were these criminal investigators?

Mr. ACREE. They were not, sir. They were inspectional personnel.

Mr. WIGGINS. How were you able to select a racially identifiable group without discrimination as to all others?

Mr. ACREE. Mr. Keener.

Mr. KEENER. We identified the problem in San Ysidro, finding first of all, the people coming across the border; 70 percent of them speak Spanish, some of them Spanish exclusively.

The makeup of our customs inspector force at the time was about 4 or 5 percent Spanish surnamed. There had been a number of incidents of problems and we determined that we needed people who were bicultural and bilingual that understood the problems of the people and could speak their language, and on the basis of this we went to the Civil Service Commission and got selective certification and were able, through a number of recruiting sources, to identify highly qualified people.

Mr. WIGGINS. Explain this selective certification process you just mentioned.

Mr. KEENER. A test was developed to determine that a person was not only bilingual, but bicultural, that they had an understanding of

the Mexican culture and the problems and this sort of thing. On the basis of this we were able to identify people who had this mix.

Now, during this recruiting we did select non-Spanish people who were also bicultural and bilingual but we also were able to select 40 Spanish surnamed people.

Mr. WIGGINS. I am sure there is statutory authority to do what you in fact did or you would not have done it. The Civil Service Commission has the power under the law, as I understand it, to identify a certain racially identifiable group if there is a special need to recruit and hire that group, is that true?

Mr. KEENER. No. They did not say we could hire a certain racial group. They said that we could hire people who were bilingual and bicultural. However, there could be non-Spanish people who meet this requirement and might be in a highly qualified group and if they were the person with the high score they would have to be selected or an objection made to them that would be upheld by the Civil Service Commission.

Mr. WIGGINS. Then your application form, quite apart from the test that was given, contained the request for information with regard to the bicultural background of the applicant and perhaps his bilingual capabilities, is that right?

Mr. KEENER. That is correct

Mr. WIGGINS. And that was a factor which weighted in his favor in terms of being hired? Is that the way it worked?

Mr. KEENER. The Civil Service Commission had to certify these names to us. The person had to pass a test that would assure the Civil Service Commission that they were indeed bicultural and bilingual, that they understood the problems of the Mexican-Americans, and there were a number of questions about the society in general, the problems, the unique problems they might face, the holidays.

Mr. WIGGINS. My next questions are obvious, I am sure I am almost tempted to say why not without asking the question, but if you can do this in San Ysidro and you in fact did it to meet that problem, why can you not do it in Chicago to meet your problem there?

Before you respond I am not so sure I would approve of it, I want you to know. I think the obligation of the government is to hire without reference to color, sex, and other nongermane factors. But if in order to perform your job effectively it is necessary to give special recognition to certain special qualifications as you did in San Ysidro, then I see nothing offensive to the Constitution personally in—in fact doing it.

Now, you have not taken that kind of initiative anywhere in the country with respect to blacks, have you?

Mr. KEENER. Since that time the Civil Service Commission discontinued the use of the examination. We no longer can use the bicultural examination. We can still request on the bilingual status but not bicultural.

Mr. WIGGINS. Now, why would they drop a requirement which was apparently eminently successful in helping you perform your mission in San Ysidro? Do they do so at your request?

Mr. KEENER. They did not at our request, no, sir. As a matter of fact, we would like to have kept it.

Mr. WIGGINS. Well, Mr. Commissioner, I would say that you might profitably spend some time with the Civil Service Commission to find

out what flexibility you have and if they found statutory authority to be applicable in San Ysidro, I suppose since the law has not been changed so far as I know, they may have similar flexibility in other areas if you can demonstrate a need in order to discharge your mission to give special preferences to those with special qualifications.

Mr. ACREE. I will follow through on the observation, Mr. Wiggins.

Mr. RANGEL. Counsel may inquire.

Ms. ROBINSON. Yes. I would like to inquire as to the name of the assistant director in charge of investigations.

Mr. ACREE. Harold Smith.

Ms. ROBINSON. And what is his ethnic background?

Mr. ACREE. Caucasian.

Ms. ROBINSON. Now, I would also like to ask with reference to your regional commissioners, are they all male and all white?

Mr. ACREE. They are all male and all white; yes.

Ms. ROBINSON. With reference to EEO officers for the various regions, we have Mr. Smith here and we have ascertained his ethnic background. With reference to the others in the regions, could you provide me with their sex and race?

Mr. ACREE. Do you have that available?

Mr. SMITH. I can; yes.

Mr. ACREE. Yes; we certainly will.

Ms. ROBINSON. Now, I would also like to inquire as to whether or not they are all full time?

Mr. SMITH. No.

Ms. ROBINSON. How many are full time and how many are part time? What is the percentage for part time EEO officers?

Mr. SMITH. Over the nine regions we have set up so farf'our full-time positions and we have five remaining as part-time positions and we are presently in the process of finding a means to make all of our EEO officer positions in the regions full time.

Ms. ROBINSON. Now, those who are currently part time—what percentage of their time is devoted to equal opportunity work?

Mr. SMITH. Well, this particular point is one of our main problems in implementation and the fact is that because of their other duties, they are unable to devote sufficient time to the equal opportunity program. So I would estimate that they probably spend no more than 10 percent of their time on equal opportunity.

Mr. DRINAN. Is that 10 percent?

Mr. SMITH. Ten percent; yes, sir.

Ms. ROBINSON. Now, just one final question. You indicated in your earlier testimony that there were, I believe as you phrased it, certain social manifestations that prohibited the effectiveness of your recruitment of blacks in law enforcement areas.

Mr. SMITH. That is correct.

Ms. ROBINSON. I am wondering if you have found social manifestations that prohibit your recruitment of women in law enforcement areas and if you have, would you describe them for me?

Mr. SMITH. Well, until very recently the Civil Service Commission's own requirement—own standards—would not allow females to take the position of criminal investigator.

Ms. ROBINSON. How recent was that? When did that change?

Mr. KEENER. I believe just about a year ago. I do not have the exact date.

Mr. RANGEL. Let me interrupt. Do you find this same philosophy prevailing in the Spanish-speaking community in connection with the attitude toward law enforcement?

Mr. SMITH. I would say from my own observations not as prevalent. Not as prevalent. But it does exist.

Mr. RANGEL. But you have had some dramatic successes with Spanish-speaking people.

Mr. SMITH. But that was not in the 1811 series. Those successes are in the inspector—Customs inspector series.

Mr. RANGEL. Was any recruitment made for Spanish surnamed in the criminal investigations?

Mr. SMITH. Yes. There has been when we were in the recruiting posture.

Ms. ROBINSON. There was a latter part to my question. If you have found these same social manifestations in terms of recruitment of women, what has been their nature?

Mr. SMITH. I have not yet had an opportunity to observe any such thing. Our recruiting of women has been very, very minimal and those that we have hired have been through some very limited recruiting efforts, I would say. That is, hired as criminal investigators.

Mr. ROBINSON. Thank you.

Mr. RANGEL. Are there any other questions? So the questions we asked really are moot. You cannot hire, you cannot recruit, you cannot do anything. You are stuck with these statistics until somebody gives you some flexibility.

Mr. ACREE. I might add, if I may, Mr. Chairman, in response to an earlier question, that in grades 9 through 13, we have 7,617 employees, 626 of whom are minority; 275 black, 280 Spanish, 64 Orientals, six Indians, and one lone Eskimo.

Mr. RANGEL. Sir, does your agency have an affirmative action program?

Mr. ACREE. Yes; we do, sir, and I think it is reasonably well spelled out, Mr. Chairman, in my statement that I filed with the committee. I think that is a fair statement.

Mr. RANGEL. Does that not provide for severe penalties if an agency does not meet—I dislike the expression—for lack of a better word, quotas. Certainly, in the private sector there are penalties. Obviously, you could tell the Government that you cannot affirmatively act because you cannot hire.

Mr. SMITH. Do you mean, sir, as far as setting these—we call them goals.

Mr. RANGEL. Good. Tell me what the goal is for the criminal investigators. That is all I want to know.

Mr. SMITH. Well, the principle of the plan is that you will only set a goal which you are sure you can accomplish.

Mr. RANGEL. What is your goal?

Mr. SMITH. In the area of hiring 1,811 investigators we did not set a goal.

Mr. RANGEL. Thank you. It just borders on being unbelievable.

Thank you for taking time out to join us. I am certain that the committee agrees that you are doing all that you can do with the severe restrictions under which you have to work, but to law enforcement people, it certainly looks as though it really limits your effectiveness in the particular area that we are concerned with today.

Thank you for taking time out to be with us.

Mr. ACREE. Thank you, sir.

Mr. RANGEL. If you have any ideas about what legislation the committee can offer that would be of some assistance to you, please do not hesitate to forward it to the committee.

Mr. ACREE. Thank you.

[The prepared statement of Mr. Acree follows:]

STATEMENT OF VERNON D. ACREE

Mr. Chairman and members of the Committee:

I appreciate the opportunity of appearing before you today to present a review of the Customs Service's Equal Opportunity Program and its effectiveness.

GENERAL STATEMENT

First of all, I would like to mention an observation which I made immediately upon my appointment as Commissioner of Customs over a year ago. I found that the Customs Service had already assumed a positive program posture which had been lncreasing in effectiveness for approximately five years.

I found that we already had an ongoing system of program planning, implementation and evaluation. We had established a framework for special recruiting efforts for minority group candidates, and for maintaining contract with community organizations.

Our offices in the nine Customs Regions (Boston, N.Y., Baltimore, Miami, New Orleans, Houston, Los Angeles, San Francisco, and Chicago) had been and still are conducting equal opportunity seminars for supervisors, as well as maintaining contact with community organizations.

The most noteworthy progress I found was the steady year-by-year increases in the number of minority group employees on the rolls. The trend and results of our policy can undoubtedly be gleaned from these figures. From 1968 to 1972, for example, total Customs employment rose from about 8,000 to 13,500. At the same time, employment of Spanish-surnamed persons increased from 350 to around 900, while employment of black persons rose from 550 to 1,200. Along with these increases were corresponding increases in the level of responsibility of jobs held, and grade levels. During this period, minority group persons moved into such supervisory posts as district directors, division directors, and munerous other significant positions.

Another important aspect of our ongoing program involves training and development, and upward mobility. These areas also have been a consistent part of our activity for at least five years. We are at this moment, developing ideas for a more comprehensive upward mobility program in order to improve our implementation.

We are presently attempting to equip our organization to carry out new program requirements imposed by the Equal Epportunity Act of 1972. We expect to devote about 15 man-years and related expenses to equal opportunity in fiscal 1974, compared to about 4 man-years in 1968. This manpower will be used to develop and carry out all aspects of the action plan. Although we can show progress as a result of our efforts, there is considerable work still before us.

Our system for handling complaints of discrimination has thus far proven effective, i.e., in the sense that the investigative process produces the facts in a case so that a decision can be reached. Recent changes in the law have required, among other things, a limit on the length of time for processing a case at the Bureau level.

An expanding work force, especially during the past four years, has placed a steadily increasing workload on our equal opportunity staffs in headquarters and field offices.

Thus far I believe we have fought a successful battle toward eliminating discrimination from our work scene. I can assure you that the effort must continue.

EEO ACTION PLANS

As it stands now, the most important document concerning equal opportunity in government is the action plan. To meet this requirement, we have developed plans for our headquarters office and each of our regions. Each plan is tailored to meet the specific needs of that geographical area which it covers. Copies of these action plans and other documents were sent to the Committee a few days ago.

Almost all of our equal opportunity activities during the coming fiscal year will work toward implementation of these action plans. Major areas include recruiting, upward mobility, utilization and training, complaint handling, and program evaluation. As required, each plan consists of objectives, designations of responsibility, and target dates. It is the responsibility of each named individual to see that his or her assigned part of the plan is achieved. An increasing amount of manpower has gone into the development of action plans within the last year compared to previous years. The basic research has been time-consuming. However, the time has been well spent. Experience has shown that the plan implemented in a given year provides the basic structure for the succeeding year's plan.

When completed, each plan is signed by the principal field officers in the area thereby giving the plan their full support and fixing responsibility.

RECRUITING EFFORTS

We have had since 1967, a framework for contacting minority group candidates through special recruiting efforts. Since that time and for equal opportunity purposes, our regional offices have maintained contact with minority group colleges; colleges with smaller minority group enrollments; women's colleges; and with community organizations which may help us to locate minority group and female candidates. Representatives from Customs participate in job fairs, career days and similar activities in making contact with colleges.

In addition to the on-site efforts just described, much use has been made of ethnic newspapers in some cities, special summer employment programs, and temporary employment.

Recruiting in the areas of Texas and southern California has been focused on locating Mexican-American candidates. This has been a concentrated effort since 1969 and has produced many good results. For example, as of December 23, 1972, there were 235 or 28% Mexican-American employees in our Houston region out of a total of 845. Of this 235, 137 were at GS–9 or above. Of this 235, 42 were female with 13 being GS–9 or above.

Another successful recruiting effort has been in the San Diego district of our Los Angeles region. Between November 1972 and February 1973, special recruiting steps were taken in the San Diego district to increase the number of Mexican-American inspectors on the border at the port of San Ysidro. This effort came in the aftermath of extensive probing of conditions at San Ysidro by members of Congress, local community groups, and our own staff people. The objective was to improve the public image of Customs at the border, reduce the number of confrontations and incidents between citizens and Customs employees, and to relieve the overburdened inspectors who were working as much as 17 hours per day.

We allocated 35 new inspector positions for this purpose, with the special provision, which was clearly dictated by existing conditions, that these positions be filled with bi-cultural, bi-lingual Mexican-American candidates. This was done. I am pleased to report that these affirmative actions have already been recognized as indicated in the Chula Vista Star News which I would like to make a part of the record. As a result of our successes in Texas and California we have been able to maintain an effective 16-Point Program.*

The growth of the Customs Service between 1969 and the present greatly expanded our recruiting activity. For the next fiscal year, recruiting for entry level positions will once again assume a low key stance because of the necessity to absorb about 600 Customs Security Officers whose positions are being phased out. However, recruiting visits to minority group, as well as other colleges, will be continued as a means of maintaining community contacts, public relations, and keeping communication lines open for future recruiting.

In the hiring and promotion of women we have also had some noteworthy successes. Especially noteworthy are breakthroughs in occupations rarely if ever held heretofore by women. These occupations include special agents, sky marshals, patrol officers and inspectors. Correspondingly, grade levels of women are also rising (one recently promoted to a GS–15 level at Headquarters.)

UTILIZATION OF SKILLS AND UPWARD MOBILITY

The headquarters training branch has recently set into motion some significant efforts. The branch initiated beginning shorthand and typing classes for any

*The 16-Point Program is a program especially designed to promote the employment and utilization of Spanish-surnamed individuals.

employee who had a desire to acquire these skills. This is a solid first step toward establishing the type of formal training needed for upward mobility.

SPECIAL EQUAL OPPORTUNITY TRAINING FOR SUPERVISORS AND MANAGERS

This is a program area which cannot be too greatly emphasized and promoted. Supervisors and managers have long since been recognized as the key to a successful program. This point has been stressed regularly in Customs since 1966 and undoubtedly is the reason for the widespread acceptance which we enjoy. Equal opportunity is standard subject matter in all supervisory training courses which are conducted periodically, as well as complete 2-day seminars for supervisors which deal specifically with program effectiveness and the responsibility of the supervisor.

I issued a statement to all supervisors on March 26, 1973, urging that they familiarize themselves with coming activities contained in the action plan, and emphasizing that their efforts will again be the focal point of the program.

A very sensitive point in our action plan is the requirement that supervisors be evaluated, among other factors, on their performance, under the program, and counseling for those who appear to be ineffective. At the same time, another sensitive point is the requirement that recognition be given those who contribute notably toward the program. Some awards have been given.

COMMUNITY CONTACTS AND EFFORTS

Almost all of our field offices are involved in making and maintaining community contacts in various ways, either directly or indirectly. Directly, contacts are made by the field official or a representative making actual visits to a community or organization, or perhaps appearing on a local radio or television show. Indirectly, contacts are made usually in a joint effort with other Federal agency officials in the same community. This is usually done through local Federal Executive Boards and associations.

Our Field officials have been informed that their efforts may likely include such contacts as involvement in fair housing activity, especially as it may have an effect on the availability of housing for minority group employees moving into an area.

INTERNAL PROGRAM EVALUATION

At least once each year the entire program in each region is evaluated by the equal opportunity officer. These are essentially self-evaluations as they are made from within rather than by a visit from headquarters. Each specific action item of the plan is reviewed and its status determined. Statistical data such as, the number of minority group and female accessions and promotions for the period covered are collected and analyzed.

The evaluation reports are always forwarded to Customs headquarters for further review, analysis, and corrective measure by the usual opportunity staff and the Personnel Management Division.

The process of evaluation, review and correction is one of the most critical aspects of the entire program as far as maintaining a positive stance is concerned. Feedback obtained from evaluations enables us to make necessary adjustments which in turn help to assure maintenance of a positive program.

Other means of evaluation is accomplished by visits of the headquarters equal opportunity staff and the Personnel Management Division to the field. These visits are especially effective since they result in firsthand on-the-scene reviews and can be followed up with immediate corrections if necessary.

DISCRIMINATION COMPLAINT HANDLING

The handling of complaints of discrimination in Customs has been a very active function over the past four years. In that time, we have handled dozens of formal or written complaints and informal or verbal complaints. In fact, during one twelve-month period in 1970 and 1971, our equal opportunity staff processed some 35 formal cases. This was an unusually high number and is attributable to the onrush of hiring that was associated with the sky-marshal program and the hiring of new inspectors. The disposition of a majority of the cases resulted in findings of no discrimination. A few resulted in a finding which required a correction of management practice. One or two resulted in a discrimination finding and were also corrected.

An important part of our system for processing complaints, which is now required by law, is the use of equal opportunity counselors who must attempt to negotiate an informal settlement of the complaint before the case becomes formal. Experience now reveals that counselors have been highly effective in that probably half of the complaints initiated have been settled at the informal stage. We now have approximately 50 counselors throughout the Service.

All counselors are full-time employees in some other position such as inspector or import specialist and assume the counselor duties as an addition.

After a case is investigated, our equal opportunity staff and Personnel Management Division often share the responsibility of analyzing and formulating corrections as necessary. Final decisions on discrimination cases are made at the Departmental level. We have decided to hire two full-time investigators for the Equal Opportunity Division. We believe that an investigator whose primary mission is equal opportunity investigations will be able to develop a great expertise in this area. Security and Audit investigators will be available to provide backup support when necessary.

For a number of years, we had part-time equal opportunity officers in our regional offices who performed their equal opportunity duties as a representative of the regional commissioner, while their primary duties were in some other organizational area. In matters relating to this program, they reported directly to the regional commissioner, while in their normal duties they reported to their usual supervisor. As the program has grown, as Customs has grown, and as program responsibilities have become more and more complex, the job has far outgrown the part-time role. We have recognized this and have set about to remedy the situation. We now have four regions with full-time equal opportunity officers authorized, and expect to establish the other five in the near future.

The names of all equal opportunity personnel have been and will continue to be publicized to all employees in Customs. This includes counselors and equal opportunity officers alike.

The Treasury Department level has primary responsibility for the processing of complaints and for making final decisions as necessary on all complaint cases. The Department also monitors our progress on cases and requires that a status report be submitted to them on a monthly basis.

PROGRAM COMMUNICATION

In order to assure that all employees in Customs are aware of all aspects of the equal opportunity program, all new employees are given an orientation package which includes information on policy and program procedure. For employees already on board, information is disseminated on a regular basis. This is don e by issuances such as those signed by the Commissioner (See attached issuance of March 26, 1973); by *Customs Today*, our Service magazine; by the *Equal Employment Reader*, a collection of equal opportunity articles which are assembled and distributed; and by any number of miscellaneous documents and publications as they are received.

CONCLUSIONS

In concluding, Mr. Chairman, I would like to state that I can assure you that all aspects of the equal opportunity program will be adhered to conscientiously in Customs and that we will maintain a positive, results-oriented program.

[From the Chula Vista Star-News, Chula Vista, California, Feb. 11, 1973]

UNBOTTLING

To the U.S. Bureau of Customs for its plans to end the Tijuana border bottleneck by opening six new gates in May and vastly increasing its personnel.

The new plan, increasing the number of gates from 18 (only 15 now operable because of construction) to 24, will enable customs agents to handle more people in less than half the time it now takes.

The number of inspectors will rise from 86 to 113—including, we are pleased to note, many more bilingual Mexican-American and women inspectors. One can already see more brown faces, and the first females, manning border stations. There also apparently has been a sharp drop in incidents involving alleged abuse and discourtesy by border inspectors, particularly abuse directed at minorities.

Many of these reforms can be credited to Mexican-American activists who exposed the abuses, and to the prompt manner in which Customs officials in Washington reacted after border maltreatment became the subject of congressional hearings.

As a result, the busiest border crossing in the world, entrance to the land of the free, no longer is to many a trial by ordeal.

THE DEPARTMENT OF THE TREASURY,
BUREAU OF CUSTOMS,
Washington, D.C., March 26, 1973.

To All Customs Supervisors:

Over the past few years, Customs has been able to maintain the posture of being an equal opportunity employer in all aspects of employment. We have been able to maintain this posture mainly because supervisors and managers have put forth a sincere effort to make equal opportunity a successful reality.

With recent passage of the Equal Employment Opportunity Act of 1972, we are now situated on the threshhold of an even greater endeavor in equal opportunity. Again, as in the past, the main focal point of the program will be the efforts coming from supervisors and managers. Some of the mechanics of the program you will be concerned with in coming months are action plans, seminars upward mobility and goals and timetables. I urge you to familiarize yourselves with these activities.

On February 5, 1973, an equal opportunity seminar was held in New York, Region II. The group was addressed by Judge Samuel R. Pierce, General Counsel for the Department of the Treasury and also Director of Equal Opportunity. Judge Pierce's remarks, a copy of which is attached, were very impressive and very well received and quite well sets the pace for us to follow.

VERNON D. ACREE,
Commissioner of Customs.

Attachment.

REMARKS OF SAMUEL R. PIERCE, JR.

Regional Commissioner Boyett, Guests: I am delighted to be with you this morning. It is especially wonderful to be with you at a ceremony where my friend Jack Sable, Commissioner of the New York State Division of Human Rights, paid tribute to this Customs region and to Commissioner Boyett for your special efforts and programs to promote equal opportunity.

You know as well as I how often we only hear of the gripes, and how infrequently, if ever, do we hear about the high regard people and organizations have for the things we have tried to achieve. Good news is rarely the headline.

But, in dealing with human relationships and equal opportunity, too often we only hear about the grievances, about the wrongdoings and about the acts of discrimination.

True as these reports may be, I wonder why we cannot begin talking more about the positive achievements . . . about the things that have been done to assure people a "fair shake" on the rungs of the ladder of equal opportunity.

People are imitators. We emulate one another.

If we can get to the point as people and as managers of talking and of acting positively—in acting enthusiastic about important programs like equal opportunity—then just imagine how this might pyramid:

Employees and minorities will have hope—
Employees will be happier—
Managers will be happier—
Minorities will be happier—

We will have a stronger organization. We will have a better esprit de corps. And, we could be deserving of and receiving many such honors as have been bestowed on you today.

I am delighted to be with you today for another important reason. When I was invited to speak, I was told that Fred Boyett had set forth a conference plan to meet with his regional managers and supervisors. I was also told that the purpose of the conference was to instill and assure a greater awareness of the many manifestations of the Government's Equal Employment Program. Most important, too, I was told that Commissioner Boyett wanted to get together with

you to assure that all were aware of your official and personal responsibilities in seeing that the Customs Equal Employment Program might move along a clear, undetoured route to the goal that there can and will be real equality of opportunity and practice in every phase of the operations of this Customs region.

I hope my few remarks will help set the course of equal opportunity a little straighter.

I hope that I can remove a few "detours" on the route to that course—and I hope that I can add a little "octane power" to the fuel that Commissioner Boyett has already used in filling the "tanks" of each of us as the speedy vehicles for this course of travel.

During today's session, the Civil Service Commission representative will be talking about the requirements of equal opportunity based not only on the President's Executive Order, but under the requirements of the Amended Equal Opportunity Act of 1972. This will deal with recruiting, testing, out reach community activities and the meaningfulness of your Affirmative Action Plan.

All I want to say about this now is that Treasury has a very fine and comprehensive plan and that I believe we should be doing many things in equal employment that we are not doing today. And if we do all the things we should be doing, the inspections you will have by the Treasury Department and by the Civil Service Commission will find you in good stead.

I have observed from your program that you will be talking about plans for affirmative action. You will be talking about your own plan and the Treasury's plan.

I would like to share with you some of my thoughts on affirmative action plans. First of all, let me tell you that Treasury has had an excellent affirmative action plan for the last few years. But I am afraid a lot has been "paper plan". I am afraid that unless somebody bugs somebody, many good things in any plan may get put to the bottom of the big pile on our desks.

But I am more particularly concerned that our employees have not always been aware of our interest in them, of our interest in their upward mobility or of our interest in assuring that minorities knew that we wanted them to get a fair shake in getting hired, in growing on the job, in getting promoted or in whatever else comes with getting a fair shake as a Treasury Department employee.

This past fall, I told my staff that I wanted the new affirmative action plan to be drafted for my signature and the signature of Secretary Shultz. Permit me to let you in on something. My staff drafted up a plan and knew that we would not rubber stamp and sign it. A good plan was developed and I was willing to sign it, but when I met with Secretary Shultz, he said some very impressive things to me. What he said made me withhold officially finalizing the Department's plan because it really made such good sense.

Secretary Shultz told me that in the few months that he was at Treasury, he had observed that there had been some real strides by Treasury and its Bureaus in the vital area of equal opportunity. Then he said, "You know, it is very important that we tell our employees that we think we made progress and that we really and truly intend to work hard to improve our present equal opportunity posture." He then said to me, "You know, when I sign this plan, I want to use it as an occasion to tell every single employee in Treasury from the top down exactly where I stand on this important matter. I am going to do that even if I have to send a letter to every employee in the Department." Secretary Shultz also told me that he intended to let all employees and managers know about his personal concern to provide opportunities for all and for their upward mobility.

Right now, plans are being made to develop innovative upward mobility efforts that should lead to self-development and job enrichment opportunities for many of our employees.

The Secretary and I hope that as training and selective development offerings are made that we will have found another undetoured route to promote ability and job enrichment.

These things and concerns of Secretary Shultz and myself were included in the revised Department action plan. Every employee has been advised by letter and other devices of the Secretary's concern in these matters.

All of this is fine, but what happens in implementing these things is another story. I could be operating the finest restaurant in New York City and I could be employing the best available chefs and using the finest quality of food. What may be coming out of my kitchen might be the finest any patron could want to partake of, but if any waiter or waitress is serving this product sloppily, or with the "I don't give a damn about it attitude" the best of my work is wasted. All I would know are the dissatisfactions.

The same applies in dealing with our employees. If, as managers and supervisors, we ignore the basic intent of our official policy and program, then that's what our employees are going to know and gripe about.

Managers and supervisors are the keys to effective equal employment opportunity doors.

Managers and supervisors counsel employees and those working with them on how to achieve management objectives and a very important management objective is equal employment.

Managers and supervisors have frailties. But managers and supervisors cannot afford to exercise poor judgment in dealing with personnel responsibilities. It we do, then we are likely to exercise poor judgment in dealing with our technical responsibilities or our dealings with the public.

Maybe I can put it differently. We need to regard overselves as trustees of the Federal Government. We are trustees of the merit system. We are trustees for the Bureau of Customs and the Civil Service Commission.

I personally don't think that the Government should tolerate acts from those of us in management and supervisory capacities who abuse the authority given us when we require an employee or an applicant to meet certain social and color requirements as a matter for consideration of employment, training and promotion.

I am tremendously impressed that in this region of Customs, there have been some outstanding activities which have been undertaken in the past couple of years.

I am aware of the splendid liaison and continued contact you have with the Commonwealth of Puerto Rico's Department of Labor, with the Urban League, with the NAACP and with various neighborhood groups and with minority-oriented organizations whose constituents need to know about Customs, who perhaps can help you find the kind of people you need to carry out your important mission.

There has been some evidence of upward mobility within this region and this is impressive. For example, I observed that over the period from November 1971 to 1972, that there are about 65 jobs now held by Blacks who have been upgraded . . . when I observe that there are 58 minorities in Grade 9, I want you to know that I am aware this is 16 more than a year ago. There are 4 more Grade 6's, 6 more Grade 5's and 24 more Grade 4's than a year ago.

I wish we could say that more Blacks and Spanish are in Grade 13 and above. As we move to implement upward mobility and job development programs with those minorities who are already in the mainstream of our Department, I want to tell you that if we succeed—in any Bureau—I believe it will be in Customs.

I need not tell you that Customs management has made it very clear that it means to assure that everybody who works for Customs will get a fair shake, that if he or she is trainable, training will be offered and if promotable, a Customs employee will be promoted. In my judgment, this Customs region can set the best of examples.

Commissioner Acree is one of the fairest, hard-hitting managers in the Federal Government. He has demonstrated time and again that he believes that the mission can be managed only insofar as Customs has the best employees possible. I think he is one man who won't tolerate mismanagement when it comes to carrying out and implementing equal employment opportunity. I can say the same for Commissioner Boyett and for the many who serve under his leadership. Hopefully each of us will be able to measure up to the standards these men have set. If we can, we will eliminate many of our problems.

Minorities, be they Black, Spanish or Oriental—ethnic groups—Jews, Italians or women, all of these "MINORITIES"—have got to be included on the . . . daily calendar of activities of equal opportunity.

Are we recruiting minorities and women at various colleges and high schools? More important, do these schools know what kind of jobs we have and what we are looking for?

Have we made sure that our recruiters are giving information that conveys our search for women and minorities?

Are minorities and/or women being provided with the opportunities to get a "crack" at the top level jobs for training, for job rotation in our special programs?

Lastly, I would like to urge you as managers to recognize the need to encourage those who work for you that his or her efforts need to be pursued to excellence. If our employees deserve a pat on the back, give it to them.

If our employees have done something in his or her field of work that is worthy, they should be given due recognition for their accomplishments.

Managers are quick to report for recognition those who are involved in safety programs and perhaps effective cost reduction or the introduction of a new system. All this is fine, but isn't the effort I am describing just as worthy of recognition and, perhaps, even more so? Recognition of this kind of achievement means that we see better morale which leads to a better job in carrying out our mission and every other worthy symbol we recognize.

I have been back with the Federal Government only a few years and I have a deep concern that there has been a change in this country since having left the Federal establishment earlier after the Eisenhower Administration.

When I left the Federal Government several years ago, I was impressed that the Federal Government was the "pacesetter" in equal employment for all employers in this vast United States. The Government was in the business of minority employment, and business and industry were not really too involved. The Government was setting the stage and business was urged to stop discriminating to begin hiring and using minorities.

Well, in the last 10 or 15 years things have changed. The business community is far ahead of Government in executive development for minorities. Government can provide the kind of corrective action to catch up and to provide the actions and incentives that will serve in the best interest of minorities and women to move into the mainstream of employment and all that goes with it . . . the chance for dignity . . . the chance for promotion . . . and the chance for helping the Government do what is expected of it in the finest of ways.

THE DEPARTMENT OF THE TREASURY,
BUREAU OF CUSTOMS,
Washington, D.C., October 25, 1972.

Subject: Personnel; Equal Employment Opportunity; Addendum to EEO Affirmative Action Plan.

References: EEO Act of 1972 (Public Law 92-261, March 24, 1972). Federal Personnel Manual, Part 713.

1. PURPOSE

To provide details and guidance to Customs employees with respect to the development and implementation of the EEO Affirmative Action Plan. This issuance also serves as an addendum to the Action Plan in regard to *Objective* VIII.

2. BACKGROUND

The basic action plan for the Bureau of Customs has been developed and distributed to each Regional office for the purpose of further refinement and tailoring to meet specific local needs of field offices.

Close adherence to action plans will be required henceforth as a result of the Equal Employment Opportunity Act of 1972 and pending Civil Service Commission regulations. Further program evaluations which are also required, must reflect detailed information as to the effectiveness and success of the office in meeting action plan objectives. On site program evaluations will be conducted by headquarters or Department EEO personnel as needs are determined.

3. IMPORTANT CHANGES AND SUPERSEDED MATERIAL

Objective VI, item 1., is changed to read as follows:

1. "The program will be evaluated annually."

Bureau Circular PER-16-EEO, dated May 8, 1970, is hereby superseded. As a result, please note that semi-annual summary of program activity (due May 31) is no longer required.

Objective VIII (Attachment A) is included as an addendum to the basic action plan.

4. ACTION

In order for the Bureau of Customs to achieve the proper program posture, each required action plan must be timely developed and adhered to.

All personnel must immediately assume their designated responsibilities as outlined in the plan.

5. EXPLANATION OF PLAN OBJECTIVES

Attachment A is an explanation of each plan objective and is intended to serve as a detailed guide to assure a reasonable degree of uniformity among the various field office plans. The objectives and their subpoints are explained in the same indexed order as they appear in the original plan created by Bureau headquarters.

Attachment B is provided as a checklist to be used in conducting annual evaluations of the EEO program. The format of the cheklist also corresponds with the objectives and subpoints of the Action Plan.

Attachment C is the format to be used for the counselor's quarterly report on precomplaint counseling.

Attachments.

VERNON D. ACREE,
Commissioner of Customs.

ATTACHMENT A

OBJECTIVE I: TO ADMINISTER THE OBJECTIVES AND RESOURCES OF THE BUREAU TOWARD THE EEO PROGRAM IN A POSITIVE AND EFFECTIVE MANNER

1. EEO action plans should reflect management's commitment and the action to be taken by management to fully assure equal employment opportunity for all employees and applicants for employment. In order that all Customs plans will contain as much uniformity as possible, the basic plan will be developed at Bureau headquarters and forwarded to the Regions. Thus the basic plan will form the main framework around which the Regional plan will be developed or tailored. Regional office plans will include the districts, all principal field offices and any other organizational segments located in the same geographic area and which are normally serviced by the Regional personnel office. Likewise, the headquarters plan will include all organizational segments which comprise Bureau headquarters.

Regional plans must be generally responsive to the Bureau's EEO program objectives, and at the same time responsive to specific local needs and conditions from the Regional to the District level. While plans must continue to call for affirmative equal employment opportunity for all minority groups, sufficient coverage must be given to special efforts designed to increase employment and advancement opportunities for women.

A complete statement of specific objectives and goals, both immediate and long-range, denoting target dates, should be included in the plan. Some detail should also be given as to how these objectives and goals will be achieved and the individuals responsible for accomplishing each objective and goal. The most important aspects of the action plan will be the realism and appropriateness of the objectives and the degree of coverage which they provide to identify and correct or neutralize program problem areas. Each employee must be given an opportunity to read a final copy of the Action Plan. The plan should also be posted on bulletin boards.

2. See Bureau Circular, PER-16-EEO, dated August 10, 1972.

3. Policy statements will be issued at least annually by the Commissioner and by Regional Commissioners transmitting their support to the equal employment opportunity program. These statements must reflect management's commitment to positive equal employment opportunity for all employees.

4. EEO seminars like any other training or communication technique must be related to organizational needs and local problems. Coverage of the EEO Program in supervisory training courses (e.g., brief lectures and discussions) will be considered as additional training toward meeting the seminar requirement.

The Training and Career Development Branch of the Personnel Management Division and the EEO office will be jointly responsible for developing and updating the guidelines, instructions and materials for the seminar program.

All supervisory employees, at all grade levels, and non-supervisory employees to the extent that they can be accommodated, must be given EEO seminar training. This training should be repeated at least every 3 years.

Offices are encouraged to invite outside speakers who are experienced in the fields of social sciences and human relations or who are known for their abilities to make meaningful presentations. Local community leaders and groups should also be invited to participate in and attend the seminar.

Necessary resources and funds must be authorized for this activity to assure its accomplishment.

An important feature of each seminar is an expression of local top management's commitment and support of the EEO Program. This may be done in the form of a speech as well as informal group discussions.

5. As a part of the Bureau's continuing affirmative EEO Program, advisory or planning committees will be established in Bureau headquarters and all principal field offices, including the larger district offices where the need is apparent.

The main purpose of the advisory or planning committees is to provide assistance and advice on the implementation and overall development of the EEO Program. The committee should also endeavor to establish a climate of acceptance and awareness of the program among employees and managers throughout the Bureau of Customs.

Committees should be made up from employees of *all* organizational segments both at the regional and District levels. Committees should consist of 2 permanent members, the Equal Employment Opportunity Officer and a representative from the personnel office. Representatives from the minority group and female work force must be included. Grade levels must not be a determinant in selecting employees to serve on the committee, however, employees should have a reasonable understanding of the purpose of the program and the committee. The committees are not to attempt to handle or enter into discussions of EEO complaint cases.

6. Within 7 calendar days of the close of each calendar quarter, each Equal Employment Opportunity Officer shall report to the Assistant to the Commissioner (EEO) information on the counseling activity of the equal employment opportunity counselors in their Region. The report on pre-complaint counseling shall be submitted in the format shown as Attachment C, including summaries of each case counseled, and a synopsis of problems encountered.

OBJECTIVE II: TO ENSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

1. & 2. Most field offices have had some experience in establishing and maintaining contacts with local community groups and colleges. These experiences have shown, for example, that the utilization of minority group employees improves the possibility of making effective contacts in black neighborhoods and at predominantly black colleges. The same concept obviously applies toward the recruiting of Spanish-surnamed and female candidates.

3. Every employee who engages in recruiting should receive, as a minimum amount of training, an orientation in the special efforts needed to recruit at predominantly minority group institutions. The process of communicating with Spanish-surnamed or black students, or all-female student bodies requires special efforts which must usually be made in order that a recruiting visit will result in effective interviews.

Selecting officials should also be oriented toward understanding the problems and difficulties involved in recruiting and hiring minority group and female candidates.

4. The efforts at recruiting in areas where Spanish-surnamed persons are to be found must be intensified. Special attention must be given to those offices which are located in geographic areas where substantial numbers of Spanish-surnamed persons live. Examples of these areas are the States of California, Florida, New York and Texas.

5. The use of these programs must be continued by all offices. These programs offer an opportunity to hire persons who normally would not be able to secure government employment. As a result, many economically and educationally depressed persons may be able to get a start into a career. Special attention must be directed toward American-Indian citizens in those states and locales where they live. Every means available must be used to encourage American-Indians to apply for positions under these special programs as well as for regular full-time positions.

6. It is believed that recruiting brochures and leafflets would be more effective in attracting minority group and female employees if they were specifically designed for that purpose or printed in Spanish language, as an example.

7. through 10. These items are geared toward improving employability and increasing minority group and female input into the work force.

OBJECTIVE III: UTILIZATION OF SKILLS

1. In order to properly determine whether or not there are employees who are being underutilized, surveys must be conducted. To be most effective, these

surveys should be directed toward identifying underutilized individual employees, rather than groups or classes who are underutilized.

A clear relationship exists between the products of a utilization survey and the upward mobility concept. Normally, those persons who may be found to be underutilized are the very ones toward whom the principles of upward mobility should be applied. Specific guidelines for determining who is being underutilized are found in CSC Bulletin, No. 713–15, dated July 23, 1970. This Bulletin also contains guidelines and instructions on all other aspects of conducting a utilization survey.

The actual conduct of the survey and the information gathering process will be the responsibility of the Personnel Management Division and the EEO Officer. Further study and analysis of the survey material should also be a joint effort between the Personnel Management Division and the EEO Officer.

2. The process of assisting employees identified as being underutilized requires both ingenuity and initiative on the part of management. This assistance may range from encouraging an employee to apply for a vacancy to a very detailed training program. It may also consist of encouraging self-development; on-the-job training; job re-structuring; building career ladders; etc.

Special attention must be given to female employees to assure that they are not "taken for granted" in the positions they hold (mainly lower grade clerical positions) and to see that they are made aware of available opportunities.

3. Training is probably the best means for effectively developing an employee's skills and should be applied to help remedy underutilization. For additional information see CSC *FPM Letter*, No. 410–9, dated January 26, 1971, "Agency Use of Training Authority to Support Upward Mobility for Lower Level Employees."

All orientation training for new employees must include either a lecture or reading material in equal employment opportunity, or both, in order that new employees will be made fully aware of their rights.

4. & 5. Items 4 and 5 contain somewhat overlapping requirements and should be considered as one item. However, both the competitive and the non-competitive processes must be examined periodically by the EEO Officer and other officials to determine if all candidates are receiving an equal opportunity for positions in Customs. The requirement for immediate corrective action exists in this instance also. Full use must be made of minority group and female employees when selecting and composing panels for interviewing, screening, ranking, etc.

6. through 10. These items represent special program implementation actions and are the basic responsibility of all Customs officials and employees as well. It is expected that, in order to maintain an effective program, all of these facets will be carried on continuously by every office. Further, these items will also be covered by evaluations for progress and effectiveness.

OBJECTIVE IV: INCENTIVE AWARDS—PERFORMANCE EVALUATION

1. Bureau Headquarters officials, Regional Commissioners and top field officials are encouraged to be alert for opportunities to award extraordinary individual EEO program efforts.

2. Appendix I, Chapter 335, of the *Customs Personnel Manual* contains an evaluation factor for rating supervisory persons in effectiveness in "Promoting Special Emphasis Programs" such as EEO. Good judgment must be used in applying this factor just as with any of the other appraisal factors.

OBJECTIVE V: COMMUNITY PROGRAMS AND COMMUNITY CONTACT

The most important and effective action which can be taken by Customs offices regarding the local community is continuous contact and communication. This includes participation in appropriate community action programs; action and leadership in FEB–FEA activities; conveying job information; providing special assistance for locating adequate housing and continuous contact with local schools and colleges through speaking engagements, recruiting visits, etc. Other means of contact and communication which should be utilized are TV, radio and newspapers and other publications. Too much emphasis cannot be placed on the fact that minority group organizations must be sought out and contacted in order to establish communication.

Responsibility for these actions is shared by every Customs official down to and including the port office. In maintaining this communication there will be many opportunities for involvement by minority group and female employees.

OBJECTIVE VI: TO PROVIDE FOR THE ESTABLISHMENT AND MAINTENANCE OF AN INTERNAL PROGRAM EVALUATION SYSTEM

1. These guidelines are designed to be used in conducting annual evaluations of the effectiveness of the EEO Program in the Bureau of Customs. (See Attachment B for new guidelines.)

The Director, Personnel Management Division, Bureau headquarters, EEO Officer and all principal field officers will have the overall responsibility for the evaluation. Heads of suboffices will continue to aid in the evaluation process by cooperating and supplying pertinent information. Line supervisors must also be involved in the evaluation process.

Personnel officers and EEO Officers will continue to be the key personnel responsible for collecting, consolidating, and preparing the report. Information from principal field officers located within the geographic area of the Region should be consolidated with the Regional report. An indication should be given as to which principal field office the information applies.

The reporting period, for evaluation purposes, will cover the period ending November 30th of each year and will be due on December 30th. The evaluation reports must be responsive to the action plan and prepared in the format of the attached checklist. The evaluation reports should be forwarded to the Assistant to the Commissioner (EEO), Bureau headquarters by the due date. The reports will be reviewed by the Assistant to the Commissioner (EEO) and the Personnel Management Division, Bureau headquarters. The evaluation reports will be summarized and a copy sent to the Treasury Department as required.

Bureau headquarters and all Customs field offices of 25 or more employees must be covered by this evaluation system. All items in the evaluation checklist must be answered or a description given, unless they absolutely do not apply.

In the process of gathering information for reporting purposes, if it is discovered that a need for corrective action exists in relation to a program matter, as provided under the Equal Employment Opportunity Act of 1972, it is the responsibility of the principal field officer, manager or supervisor concerned to initiate such action. The action taken should be properly reflected in the evaluation report.

2. This requirement is being met through the production of the "Quarterly Minority Group Statistics" report. Copies of this report will be furnished to each Regional EEO as received.

3. Statistical data must be analyzed in order to be of value to the office. From a review of the "Quarterly Minority Group Statistics" report, areas needing improvement may be identified, as an example. Typical areas needing correction are office locations where no minority group persons are employed, and job series into which minority group and female employees have not been placed.

OBJECTIVE VII: TO ENSURE PROMPT, FAIR AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION AND PROVIDE EQUAL EMPLOYMENT OPPORTUNITY COUNSELING

1. All complaints of discrimination covered by the EEO program will be processed pursuant to current Civil Service Commission regulations and Public Law 92–261 (Equal Employment Opportunity Act of 1972).

Under the new law, which was effective March 24, 1972, the duties of EEO Counselors will remain unchanged. Their primary responsibility will continue to be the resolution of informal complaints. Both Counselors and EEO Officers should familiarize themselves with current complaint processing regulations and with the new law.

Under the present processing structure in Customs, all formal complaints of discrimination are forwarded to Bureau headquarters for investigation, decisions, adjustment, corrective action, etc. On occasion, adjustment attempts and corrective actions have been referred back to the Regional EEOO.

With the advent of the new law mentioned above, a much greater volume of work is being required on complaint cases and on the positive side of the EEO program as well. Along with the shifting of a much greater portion of this increased activity to field offices, it is anticipated that a greater portion of complaint processing will also be shifted to the field. This development will greatly increase the amount of time required to be applied to the program by the EEO Officer and other field personnel directly responsible for the program. The details as to how much complaint processing should be shifted will be worked out on an office by office basis, taking into consideration the capabilities of each office. More information will be sent to field offices as determinations are made.

2. Presently the Bureau EEO also handles all reviews and decisions in regard to formal complaint cases. Adequate resources are being provided for this purpose at the Bureau level. It is not likely that this review and decision process will be transferred to a field office along with any other functions which may be. Complete instructions will be developed and will accompany the shift of any complaint responsibilities.

3. It is incumbent upon all EEO Officers in Customs to make recommendations for corrective action whenever and wherever it appears necessary. Whether or not such a discovery is made in relation to a formal complaint case is not to be a determining factor as to the appropriateness of making such recommendations. Obviously, in complaint cases where discrimination is found corrective action must be taken. In addition, in the course of processing a formal complaint, in those instances when the investigation discloses that the problem stems from poor management practices, rather than from discrimination, the EEO must again make recommendations for correction.

Presently, all investigations of EEO complaints are being made by the Bureau headquarters office and upon request, by the Office of Security and Audit.

4. Bureau headquarters will continue to generate and disseminate program information to field offices and in some instances to all employees. Positive program activity must be continually emphasized in order for all employees to keep abreast of the accomplishments of program.

5. EEO Officers will be responsible for publicizing the names of Treasury and Customs personnel who are counselors and EEOO's. This may be done by way of bulletin boards and handouts.

6. It is primarily the responsibility of principal field officers and the EEOO to recommend employees for EEO Counselor and to contact training officers concerning their training.

Thus far, Customs has not utilized persons as strictly EEO complaint investigators. The persons being utilized outside of the EEO Office as investigators are special agents of the Office of Security and Audit and are already thoroughly trained in investigative procedures.

OBJECTIVE VIII: TO PROVIDE SUFFICIENT STAFFING AND RESOURCE ALLOCATION TO THE EEO PROGRAM

1. Sufficient manpower and funds are required to be allocated to the EEO program to enable the program to function effectively. It is the responsibility of the Commissioner and other top administrative officials in Customs to oversee the funding and staffing of EEO efforts.

2. The following is a description of present staffing for the EEO program:

A. Bureau Headquarters, (FT)=full-time.
- 1—EEO Officer GS-14 (FT).
- 2—EEO Assistants GS-11 (FT).
- 1—Secretary (Steno) GS-6 (FT).
- 1—EEO Coordinator (Personnel Mgt. Div.).

B. Regional Officer.
- 1—EEO Officer GS-13 (FT).
- 8—EEO Officers GS-11 through 14 (part-time).
- 1—Secretary GS-4 (FT).

C. EEO Counselors.

36 Counselors located in various field offices. Counselor activity is a part-time activity for informal complaint processing.

Regional Commissioners are responsible for nominating an EEO Officer for the Region an for assuring that the EEOO is allowed adequate time and resources with which to effectively function. This includes funds for related travel and training. It is anticipated that new EEO requirements will demand at least 50% of each part-time EEO Officers' time.

3. It is advisable to have, in each Regional personnel office, a member of the Personnel Management Division designated as an EEO "coordinator." The coordinator's basic function in relation to the EEO Officer is to provide advice on personnel matters and overall liaison between the EEOO and the Personnel Management Division.

4. The Regional Equal Employment Opportunity Officer is a counterpart of the Bureau EEOO for program activity. As such, the Regional EEOO must provide functional advice and program service for all Customs offices within his Region's geographic boundaries. Sufficient amounts of the EEOO's time must be allocated to this function.

Attachment B

EVALUATION CHECKLIST

Objective I.

1. Has the EEO Action Plan been revised, updated and approved?
2. Have goals and timetables for the headquarters or field office been established and effectuated?
3. Provide dates and copies of policy statements which have been issued?
4. Give schedule of seminars to be held and those conducted within the past 12 months.
5. Have EEO advisory or planning committees been established? In which offices are they located?
6. Have all required reports been submitted to the Treasury Department by the Bureau EEOO?
7. Normally, the EEO Counselor will submit all reports to the EEO in his Region for consolidation before sending to Bureau headquarters.

Objective II.

1. Identify contacts which have been established and maintained. Describe participation in community type activities.
2. List schools and colleges visited; dates; names of recruiters and briefly describe results.

Were any of the recruiters either female or minority group?

3. Describe EEO training and orientation given.
4. Describe efforts, contacts made and results of efforts made to recruit Spanish-surnamed persons.
5. Identify special employment programs which are being utilized. Describe fully the contacts made with any American-Indian candidates or organizations.
6. Furnish samples of recruiting brochures.
7. This item is closely related to item 5 above and should be answered in conjunction with item 5.
8. What was source of summer hires during season which just ended? Were minority group and female applicants also hired?
9. Describe results of this effort.
10. Describe any instances where adjustments in work schedules or supportive employment has occurred.

Objective III

1. Give dates of utilization survey and describe significant findings.
2. What efforts have been made to assist underutilized employees?
3. To what extent is EEO included in all types of training programs?
4. Give date of review and describe any corrective action taken.
5. Are minority group employees utilized on promotion and selection panels? How frequently? Give examples.

6–9. Describe recent upward mobility applications.

10. Describe positions which have a reduced entry level.

Objective IV

1. During the year, how many awards for EEO efforts were made?
2. Provide samples of evaluations to show that EEO is included in evaluating performance.

Objective V

1. Describe related FEB–FEA activities.
2. Describe any instances where this action was necessary.
3. Give name of any fair housing organization with which contact has been made.

Objective VI

1. Has responsibility for the conduct of annual evaluations been clearly defined?
2. Is statistical data being maintained on a current and periodic basis?
3. Show resulting compilations of analyses of statistics.

Objective VII

1. Are counselors and the EEO Officer clear on their function for handling EEO complaints?
2. Describe resources applicable to review and decision process of compaints?
3. Briefly describe cases in which disciplinary or corrective action was taken.
4. Describe types of information and how disseminated to employees.
5. How are names publicized?
6. Are counselors replaced and trained as needed? Is there any office currently without a replacement?

Objective VIII

1. Are there sufficient resources being applied to the EEO effort? Describe indications of a shortage of resources.
2. Will all EEO requirements be met with current staff?
3. Does the EEO coordinator understand his function?
4. Does the Regional EEO maintain appropriate contact with the other princiapl field officers in his geographic region? Describe nature of contacts which have been made.

ATTACHMENT C.—QUARTERLY REPORT ON PRECOMPLAINT COUNSELING

	Discrimination alleged on the basis of—					
			Sex			
	Race, color	Religion	Female	Male	National origin	Total
(1) Number of persons counseled during the quarter						
(2) Number of persons counseled during the quarter when counseling brought about remedial action (including corrective action on the matter in question, other action to improve management practices, even if not directly related to the individual matter raised by the aggrieved person) or disciplinary action as a result of counseling						

Note: This report is due by the 7th calendar day of the month following the close of each quarter.

Mr. RANGEL. Mr. Ambrose has been introduced to the subcommittee. Most of us know the outstanding work he has done as Assistant Attorney General, and we have before us a prepared statement.

TESTIMONY OF MYLES J. AMBROSE, SPECIAL ASSISTANT ATTORNEY GENERAL, DIRECTOR OF THE OFFICE FOR DRUG ABUSE LAW ENFORCEMENT, DEPARTMENT OF JUSTICE, AND SPECIAL CONSULTANT TO THE PRESIDENT FOR DRUG ABUSE LAW ENFORCEMENT

Mr. AMBROSE. I would like to make, if I could, Mr. Chairman, a few comments before, if I might.

One, while I appreciate the fact that you have attributed my law degree to New York University Law School, it is unfortunate that they do not claim me. It is New York Law School, and as you know, Charlie, there is a difference.

Mr. RANGEL. Being from St. John's, I can understand the difference.

Mr. AMBROSE. Being sundown law school graduates, I guess we have to be careful about that.

Secondly, I would like to make a couple of comments on the testimony about the Customs Service since I happened to be the Commissioner of Customs during a great portion of the time to which your questions were directed, and I think without attempting to be defensive about it, I think there are a few things I ought to point out in connection with this.

First of all, when I became Commissioner of Customs in August of 1969, there were 8,900 employees in the Service, as you know. The President has determined and indeed had made a pledge prior to his election to increase the number of Customs employees relative to assisting in interdiction of narcotics.

That was the first thing, and even before I became Commissioner of Customs. Mr. Rossides had already been appointed Assistant Secretary, as you know, and I acted as a consultant to him, incidentally, without any intention of becoming Commissioner of Customs, unofficially from February of 1969 and officially from May of 1969 until my appointment in August.

We managed to work up a program whereby Customs would get a supplemental appropriation, the first one it had in some years, for increased personnel of any size and it was determined then that we would get something like 800 employees, give or take a few—my recollection may be a little hazy—300 of whom would be special agents. Customs then had 335 special agents and, incidentally, had one black special agent at that time.

Contrary to whatever impressions may have been given, of course, Customs did not work—the special agency service rarely if ever, worked in black areas. It was not really basically their work. Most of their work was at airports and points of entry. Occasionally it did carry them into the interior city, but the remaining part of their work other than narcotics was commercial investigation, criminal investigation.

Mr. RANGEL. Would that preclude a black from being so employed?

Mr. AMBROSE. No, it does not, but I am saying it is not the same type of work done in the inner city like, say, our agents assigned to us in the DALE program or Bureau of Narcotics.

Mr. RANGEL. That is a special system, but it just seems to me that blacks have become familiar with airports and docks.

Mr. AMBROSE. There is no question about it, and I might also add, because this is something that interested me historically in the Customs Service. Some 25 years ago or so it was virtually impossible except in New York City for a Roman Catholic to become a Customs special agent. In those days if you were a Mason, you had an opportunity to be a special agent, but not if you were a Catholic. It was only in New York City and possibly Boston since I understand there is some Irish influence up there also that Catholics could become special agent, but not in the rest of the Customs Service. The outside forces they called themselves in those days, that was kind of Catholic; and if you were a Protestant, I guess you could not get very easily promoted in these areas.

Mr. RANGEL. A history of discrimination.

Mr. AMBROSE. A history of discrimination that goes back over a period of time in connection with this.

Mr. RANGEL. Now, the whole thing is making more sense.

Mr. AMBROSE. Now, let me go back one step further. Of the 300-some-odd new agents that were to be recruited, I determined, together with Mr. Rossides, and then Secretary Kennedy, and the members of our staff, that we would attempt to get more experienced agents if possible, transfers from other agencies. A good number of them transferred initially from the Office of Special Investigations or Office

of Naval Intelligence, things like this, so that we had a nucleus of experienced people. We also took on a number——

Mr. RANGEL. The Navy was not really heavy on a lot of blacks.

Mr. AMBROSE. No, none of them were, as a matter of fact. We tried to make it a point——

Mr. RANGEL. We are dealing with agencies with long histories in this area.

Mr. AMBROSE. I am not going to argue the point. You are right, probably, but the point was we needed experienced people in a hurry because we needed to do something about increasing our narcotic interdiction capability at maximum speed. It was a "damn the torpedoes, full steam ahead" kind of thing, and that was the way we operated.

We also attempted to get minority group participation. The principal problem that we had, however, was not with blacks. It was with Spanish-speaking people. And the principal problem we had was not with Spanish-speaking agents, but it was with inspectors along the Mexican border, and that is where we attempted to increase greatly our minority participation.

In addition to that, and Rector Smith may forget it, but I sent him together with the Deputy Chief of Investigations and some other investigators to something like 26 colleges with large minority groups, black group participation, black schools in the South, black schools in the North that had a considerable number of black students, in an attempt to encourage these individuals to take the Treasury enforcement examination and to be recruited into the Service. We had no schedule A type arrangement such as they do in the Bureau of Narcotics. We were unsuccessful. My recollection is that we got two out of zillions of interviews, and it was not a question——

Mr. RANGEL. Why would the agents need a college education when the Commissioner does not need it?

Mr. AMBROSE. I am not about to say—first of all, we wanted to try and upgrade the number of agents with a college education at that point because we frankly did not have enough, in my judgment. Maybe it is a mistake as far as minority hiring is concerned. It is not, in my judgment, a mistake as far as general hiring is concerned.

Mr. RANGEL. Do you believe that a person with a college education is a more effective agent?

Mr. AMBROSE. I think all other things being equal, yes.

Mr. RANGEL. All other things except pay.

Mr. AMBROSE. That is right. The pay situation is a problem. A college graduate under our rules, the rules that were foisted on us by the Civil Service Commission, could only get a grade 5. In 6 months he could go to a grade 7, as I recall it.

Mr. RANGEL. What impact did you as Commissioner have on the statistics that we focused on this morning?

Mr. AMBROSE. I suspect most of them are blamed on me, and I accept the blame if that is the case. On the other hand, as I have indicated before, I think we had something like a 300-percent increase when we went from 8,900 employees up to 15,000 employees, and at the same time had a 300-percent increase in the number of minority group employees. We were trying to do something about it.

Mr. RANGEL. But in this specific area, everyone agrees that we have not been successful.

Mr. AMBROSE. In the 1811 series in Customs we have not been successful, and I have on a number of occasions attempted to try and improve it, and I think if you want to call Mr. Smith, you could call him or anybody else that was involved in this. We made every effort to get black employees in the Service, and, as a matter of fact, we wound up instead of having one, with something like six or eight, 19, whatever you have there now. And that was the result of that kind of recruitment.

Now, one other step——

Mr. RANGEL. I suspect you are going to tell us that you have the same problems with DALE.

Mr. AMBROSE. No, I am not going to tell you I have the same problems with DALE. That is a separate problem. OK?

Mr. DRINAN. Mr. Chairman—you say, sir, that "I accept the blame." Those are your quotes. "I accept the blame."

Mr. AMBROSE. If there is any to be imputed.

Mr. DRINAN. Let us have a program of indemnification, then, for the minorities. There is blame, responsibility, and culpability. You have said it. How about saying for the next 18 months nobody will be hired except minorities. This is retroactive indemnification. This is a remedy that is available.

Mr. AMBROSE. Father, I am not sure it is legal, but it is available.

Mr. WIGGINS. If it is not legal, it is not available.

Mr. AMBROSE. On the other hand, I want to point out that we had two other groups of enforcement officers during this period of time which are not indicated in the Customs statistics. One, Customs enforcement officers, uniformed patrol officers, who assist in guarding piers, et cetera, et cetera, and controlling access to closed perimeters at airports and pier areas and things like that, and then——

Mr. RANGEL. Will they be transferred right to the new agency?

Mr. AMBROSE. No, they are not going to be transferred to the new agency. On the other hand, they are on the ladder for promotion to agent positions and there are a number of them assigned to DALE which I can mention to you which I am going to request be considered for transfer to agent positions. That is up to the Commissioner of Customs to decide whether they can be eligible to fill agent slots but I will say they are people who will be and already have been identified for the new Drug Enforcement Administration to pick up when vacancies become available for agent positions because they are minority group, black and Puerto Rican, et cetera, et cetera.

Mr. RANGEL. But there is no policy. Is this your suggestion?

Mr. AMBROSE. There is going to be a policy. I am going to get to that in just a minute. But the other area that we attempted to do some recruiting of minority groups in was the Customs security officer force which, as you recall, was also hired overnight on an emergency basis after the September 1970 incident in the desert—in the Sinai Desert or whatever it was relative to hijacking those aircraft, and the President gave us the responsibility for flying sky marshals. We put that program literally into the air in a matter of months and those statistics are not reflected here and I think you will find that there is a considerable number of black officers there.

Mr. RANGEL. Are the sky marshals still in business?

Mr. AMBROSE. They are being phased out. They are being given an opportunity to accept positions as inspectors in the Customs Service as they become available and any other positions, I guess—I really do not know all of the nuances of it—and they will also be considered for whatever vacancies we may have in the Drug Enforcement Administration.

Mr. RANGEL. Are the sky marshals asked to be relieved of their positions.

Mr. AMBROSE. It depends, Mr. Rangel, on their qualifications, as I understand it, what level they would fit in. I think a lot of them have already been transferred to the Customs Agency Service, and I guess a number of them also have moved into other areas of law enforcement, but I really do not know in detail.

Mr. RANGEL. I have received some letters where they considered this a demotion in terms of pay.

Mr. AMBROSE. Well, there may be some problems there that I am not fully aware of and I do not want to address myself to.

Counsel also raised the question of women. In 1970 there were no women Federal agents anywhere in the Federal Government in the 1811 series. There was none in any bureau, any place, under any circumstances. I hired the first women Federal agents in 1970 or 1971, and the same six I think are still in the Bureau of Customs.

It was not until 1971 or 1972 that the limitations were changed by the Civil Service Commission relative to this. Before that, as you know, women were excluded by virtue of the necessity to carry firearms and perform certain physical tasks. That, I understand, has been changed and, as you know now, there have been a number of women hired both in the Secret Service, indeed, in the Federal Bureau of Investigation, and some women have been hired as special agents. So it is a new program and it is moving forward.

I really do not know how well it is moving forward at the current time. That is my preliminary part, going back to Customs, and I will be delighted to come up to the present day if you would like me to.

Mr. RANGEL. Will you?

Mr. AMBROSE. Sure.

Mr. RANGEL. Do you want to make inquiries on Customs?

Mr. WIGGINS. Yes, I would.

Mr. Ambrose, the previous witness demonstrated, at least to my satisfaction, that with respect to inspectors, there may be times when ethnic or racial characteristics are a germane and relevant factor in hiring. Is that also true with respect to the 1811 series, investigators?

Mr. AMBROSE. It is an absolute necessity, absolute, without any question about it. It is the most compelling necessity we have.

Mr. WIGGINS. Now, if that is the case, that removes a great many constitutional impediments because it is the arbitrary nature of classifications which is offensive to the Constitution, as you know.

What can be done in order to permit some consideration of these special qualifications in hiring or placing people in the 1811 series?

Mr. AMBROSE. Well, I will be glad to answer that, Mr. Congressman. From the day I was given the responsibility for handling the transitional planning of the new Drug Enforcement Administration and putting it into gear and having it operable on July 1, as a matter of

fact the next day, I appointed my deputy, Mr. John R. Bartels, to specifically work on the problem of minority agents strengths and how we were going to do something about increasing the number of minority agents. Since we had ample experience during the last year and a half in the operation of DALE to know that the Bureau of Narcotics and Dangerous Drugs did not have a sufficient number of agents, black agents particularly.

We also were aware of the fact, and, as a matter of fact, I requested then Secretary of the Treasury Connally to furnish me with 100, as I recall—I could check the numbers—Customs enforcement officers because they did have a number of blacks and I think I finally got 50 or 75 of them, trained them in special training and utilized them to work in the black communities around the country.

But we have worked on it from the day we have started this thing and there are a number of things that can be done.

First of all, we can increase the number of schedule A special qualification appointments we can make as special agents. Now, I understand the Bureau of Narcotics has the right to hire something like 170, 160, something like that, for special purpose qualifications. They have only hired something like 16. I think we can increase that and there may be reasons for it. I do not know what the reasons are.

Second, the Bureau of Narcotics and Dangerous Drugs presently has a rigid qualification for a college degree. I intend to recommend to the incoming Administrator that that be changed and that there be a substitution of law enforcement experience instead of a college degree where necessary, or a combination of both.

Third, it is going to be recommended to the incoming Administrator that minority recruitment not be at any district or local level but be at a national headquarters level and that he would be personally responsible for it so that if indeed there are any intervening factors, subjective evaluations, which have a deterrent effect to the increased employment of these individuals, the blame can stop where it belongs right at the top and we will obviate that.

Those are some of the programs.

Now, we have also during the past year, year and a half, had, I do not know, 600 or 700 local enforcement officers assigned to the drug enforcement office in the Justice Department under the special program. We have identified a number of those individuals who will be willing to transfer and who we think would make good Federal agents and we will actively increase them.

I might add that we probably have the largest minority group of officers assigned to us of any group. Something like 17 percent of our force is black or minority group at this point which is a rather large percentage for a law enforcement agency in the Federal establishment, I suspect much larger than anybody else.

Mr. WIGGINS. There will be more specific recommendations to deal with this problem.

Mr. AMBROSE. There will be more coming, right.

Mr. WIGGINS. Who has the power to implement these recommendations?

Mr. AMBROSE. Well, I do at the present time. I have the power to recommend them and presumably if it continues, and if the Congress on June 11 has not filed a motion for disapproval of the new agency

and it has been successful in disapproving of it, between June 11 and July 1, unless there is a new Administrator appointed, I will continue to have the power. This will be a program. I can assure you this will be a program.

Mr. WIGGINS. Do you feel that you have adequate statutory authority to implement your recommendations which you have just suggested?

Mr. AMBROSE. Well, I think we have adequate statutory authority to implement the suggestions I just recommended. I do not think we have adequate statutory authority in all areas. There may be other things we should consider and I know we are looking into that at the present time.

Mr. RANGEL. Mr. Wiggins, could you yield for a minute because I did not understand one thing. These suggestions that you are making, Mr. Ambrose, is that not to the new Administrator?

Mr. AMBROSE. Well, it would be—we are setting up programs, Mr. Rangel, for the new administration to carry on. I assume that they will be carried on. I hope that they will be carried on. This is one of them. I have discussed it with the Attorney General at some length, who has a great interest in this area. I have not yet discussed it with the incoming Attorney General. I see no reason why he would have a different view of it.

Mr. RANGEL. What I do not understand is that you are making these suggestions in which the committee certainly concurs, but when asked whether you had the authority, there is no question that you have the authority to suggest.

Mr. AMBROSE. No one has——

Mr. RANGEL. You do not know whether you are going to be the new head of this agency, do you?

Mr. AMBROSE. No. I prefer not to comment on that subject whatsoever.

Mr. RANGEL. So we do not know really, with all of these wonderful suggestions, whether there will be implementation.

Mr. AMBROSE, I think, Mr. Rangel, that I can give you pretty good assurance that these recommendations will be carried out. I cannot give you a written declaration, first of all, because the agency is not in existence and there is no way that you can commit an agency that is not in existence, but I can give you virtually my oath on it that this will be the way it is going to be because aside from any of the other considerations that are here, and there are many other considerations, we need more black agents just to work and to be effective.

Mr. RANGEL. How can the Congress be assured that the new organization will reflect your thinking? I am not asking really for oaths because I know you are dedicated in this area, but we are now asked to support by lack of action the new suggestion made by the President.

Now, if for one reason or another all of the heads of law enforcement agencies claim that they cannot be as effective because of the lack of minorities and if there is no flexibility given to us to relieve some of these restrictions on this new agency, what support do we have to keep us from moving against the merger?

Mr. AMBROSE. Well, all I can tell you is that those are the people who are intimately associated with the new merger and who will in my judgment, stay on, are committeed to this program.

Mr. RANGEL. Is it confidential who these people are?

Mr. AMBROSE. Yes, it is, I am not in a position to speak in connection with it, obviously, because the President is the one who is going to make the determinations as to who will be nominated for the Administrator and Deputy Administrator posts and also for the Assistant Attorney General position.

Mr. CONYERS. Mr. Chairman, first of all, I want to thank you for inviting me to these hearings. I just had one prelimiary question.

As we hear our distinguished witness talking about the Attorney General, is he referring to Mr. Kleindienst?

Mr. AMBROSE. Yes, I am.

Mr. CONYERS. Or Mr. Richardson?

Mr. AMBROSE. Mr. Kleindienst.

Mr. CONYERS. Or someone else?

Mr. AMBROSE. No, I am talking about Mr. Kleindienst. He is the Attorney General of the United States and he has a very deep interest in this area.

Mr. CONYERS. He has not submitted a resignation.

Mr. AMBROSE. No, he is Attorney General. As of 10 o'clock this morning, 9:40 when I——

Mr. CONYERS. When you came to these hearings, he was still Attorney General.

Mr. AMBROSE. At 9:40 this morning he was the Attorney General but the way things happen nowadays I am not prepared——

Mr. RANGEL. Well, just help us out. What position does Mr. Richardson have?

Mr. AMBROSE. I have not discussed this matter with Mr. Richardson.

Mr. RANGEL. What is his title now?

Mr. AMBROSE. Attorney General-designate. He is Secretary of Defense.

Mr. CONYERS. Well, I guess this has been as helpful as the witness can be on this.

Mr. RANGEL. Now, we were talking about your statement. Are there any other inquiries to be made as relates to the Department of Customs?

Mr. AMBROSE. I would prefer to go on——

Mr. WIGGINS. There is one thing dangling here. You indicated, Mr. Ambrose, that there may be some deficiency in your statutory authority and if you are in fact able to identify that deficiency, I hope you will communicate it to concerned Members of Congress and members of this committee so that we could consider appropriate changes in the law.

Mr. AMBROSE. Sir, I would be glad to attempt to do that through the appropriate channels. It seems to me over the years, being a Federal manager or even a State manager in New York, I have constantly run into great statutory difficulties in doing—trying to achieve your objectives in given areas, particularly in the personnel field, and they rarely are changed, unfortunately.

Mr. RANGEL. But you do have an opportunity where on a bipartisan basis most of the Congress is concerned with the work that this new agency will undertake.

I do not know whether it is legal for us to amend what will be coming before the Congress. I guess we would have to bring it before

the Congress and see whether it is voted up or down. We have no way of affirmatively acting in order to improve the effectiveness of your agency or any proposed agency as long as we are restricted in terms of finding out what the problems are.

Mr. AMBROSE. Well, I am not in any way attempting to minimize your ability to find out what the problems are. I would be glad to tick off to you any legal impediments that we think are necessary. If you ask me I am going to give them to you.

The question was whether I would submit, as I understand it, additional legislation to circumvent. I would be glad to have Mr. Jones, who is here this morning, take a good look at this, or Mr. Berkman from the Department of Justice personnel office, and see what legal impediments there are that we think might hinder us from improving this situation. I would be delighted to do it.

Mr. RANGEL. Well, do you have ideas now?

Mr. AMBROSE. Well, the one area I was concerned about, and I think I discussed with you on more than one occasion, was the absolute necessity for college degrees for Bureau of Narcotics agents entering on duty, and I find out we can do that without congressional action. So I think we will take care of that.

Mr. CONYERS. Well, why don't you?

Mr. AMBROSE. Because I cannot do it until July 1, sir. The program will be effective on July 1, the new administration.

Mr. CONYERS. You mean you cannot do that before July 1?

Mr. AMBROSE. No, sir.

Mr. CONYERS. How come?

Mr. AMBROSE. Because I am not the Director of the Bureau of Narcotics and Dangerous Drugs.

Mr. CONYERS. I see. So this is a departmental problem. We are trying to get at statutory problems.

Mr. AMBROSE. That is right, and I said I am not prepared to discuss express statutory problems that may be prohibitive. I will look into it and be glad to discuss it.

Mr. RANGEL. Do you think existing legislation will allow the Bureau of Narcotics and Dangerous Drugs and Customs to revise the minimum standards?

Mr. AMBROSE. Well, Customs does not have that kind of a minimum standard. Customs' minimum standard, as I understand it, is based on what the requirements are for Treasury infers. Entrance examinations, entrance standards, and the Civil Service Commission has set up those standards. I do not think they are as prohibitive. I think they are less prohibitive, as a matter of fact.

Mr. RANGEL. Well, that takes care of Customs so far. So now we will come up to date.

I am sorry. Did you intend to enter your statement into the record?

Mr. AMBROSE. Yes, sir. If you will enter the statement into the record—I gave a synopsis of those four main points.

Mr. RANGEL. I see. So the statements that you made are the only statements you would like to make at this time.

Mr. AMBROSE. I think that would cover it as far as I am concerned. I want to make sure that it is clear there are two facets in my judgement, Mr. Rangel, and I would like to comment on two other parts of it.

There are two facets. It is necessary, of course to have black agents,r for example, working in black communities, particularly where had, drugs are dealt with, because both the victims and the transgressors are usually black. So we do need agents who can infiltrate distribution systems for the purpose of dissembling.

But more important or just as important, it seems to me, and one of the reasons why we have tried to be so—we have tried to figure out ways of doing this, is that we need the support of the black communities in our efforts to do something about the turning around of this heroin traffic situation, and this requires faith, it seems to me, on the part of the community in the enforcement effort which has been lacking in the past and which I think I have seen enough subjective indications to make me feel that it is turning around.

One of the ways that we can improve on this, one of the key ways we can improve on this, is to have black officers performing and the community itself will know that it is not some outsider who is coming in to try and do somebody in but it is part of their own group who will attempt to do something about this problem.

Mr. RANGEL. Well, as a professional black I would like to comment that certainly while it is important to have blacks there as agents and police officers, I think the community can gain more confidence in an agency, or, indeed, the Government when they can see themselves in these policymaking positions.

Mr. AMBROSE. No question about it.

Mr. RANGEL. This has more to do with general attitudes and certainly I think it is very helpful for one to know the community in which their employees have a responsibility.

Mr. AMBROSE. There is no way, of course, when you get into policy positions unless they start off in manned policy positions, these particular cases for the most part, that is one of the problems we have.

Mr. RANGEL. Is that really a problem? Do you really have to start off as a messenger?

Mr. AMBROSE. No, no. I do not think you have to start off as a messenger. As far as being the regional director of the Bureau of Narcotics and Dangerous Drugs in New York, though, you should have been an agent at some stage of the game. This is one of the problems that we have had.

Mr. RANGEL. But does that necessarily coincide with the policy of how administrations appoint heads of agencies?

Mr. AMBROSE. No.

Mr. RANGEL. I mean, would they reflect that?

Mr. AMBROSE. No.

Mr. RANGEL. So that we do not have to really change the rules for that.

Mr. AMBROSE. Not for that, no, you do not. What I am saying is that it is necessary to have some dialog with the community in this area and it is necessary in my judgment, and frankly, what we have tried to do in the DALE program is to emulate to some extent what has been tried successfully in some cities, what appears to be bearing fruit, such as in New York City, with having community relations specialists.

Mr. RANGEL. Can you talk to us about what DALE is doing and what part of the DALE operation is going to be transferred to the new agency?

Mr. AMBROSE. Well, the way we envisage it at the present time, DALE first of all was an experimental program. It was designed to be an experimental program. It was designed to bring a Federal presence to bear at the lower levels of trafficking, to indicate to the communities there was a Federal interest in this, to kind of run the gamut of the narcotics enforcement program from the beginning to the end, and frankly, determining which is the beginning and which is the end is always a big problem.

But in order to do this we decided it was necessary to get local participation because we wanted to have as an experiment an opportunity to see whether local and Federal officers could work together and whether—in these particular cases—we could have an earlier intervention of legal assistance and prosecutive assistance to the investigators for a variety of reasons, one of which, of course, is to develop more effective cases. That is what we have tried to do.

Now, the program has had some ups and some downs but on an overall basis I would say it has been extremely successful. Through this means of local police participation we have been able to increase the number of black and minority group officers that we have been able to use in those communities in the Federal effort on a stopgap basis.

Mr. RANGEL. To what do you charge this success?

Mr. AMBROSE. I guess I should say my nine regional directors. I do not know. I think the concept is a very valid one of trying to get all of the groups to work together toward common objectives. As you know, Mayor Lindsay has now suggested that all of the narcotic enforcement officers in the New York City Police Department be assigned to a joint Federal task force as a result of the effectiveness of the joint Federal task force in New York and the DALE program, and that is something like 1,500 agents or detectives that he wishes——

Mr. RANGEL. Where does DALE fit with the new organization?

Mr. AMBROSE. Well, DALE will fit in the new organization roughly as follows, and this has not been completely determined yet and this is subject to approval. The agents——

Mr. RANGEL. Whose approval—the new Administrator?

Mr. AMBROSE. The new Administrator but basically the Attorney General to whom the Administrator will report. But basically speaking, we will continue to have local police officers assigned working on an integrated basis with Federal agents on lower levels of trafficking. At the mid-level, we call it, down to the street level, as it were, to keep the pressure on in an area in which it is needed. There are some cities in which it is not needed particularly. The locals are doing enough on their own.

Mr. RANGEL. Do I understand you correctly? In order to try to make up for the lack of minorities that are with your present line forces, that is Customs and BNDD, that the new agency will be using the DALE approach in attracting local minority law enforcement officers?

Mr. AMBROSE. I would accept your statement after the new agency, not the premise on which the statement is——

Mr. RANGEL. That is our problem. I mean, do we get the Attorney General here?

Mr. AMBROSE. No.

Mr. RANGEL. Most of these things are directed to the Office of Budget and Management.

Mr. AMBROSE. No; it is not, sir. You made a premise that the only reason we are doing it in effect, is because of getting minority participation. It is not the only reason. It is a reason. It is helpful. It does increase the number of minority officers assigned to assist us. But it is not the basic reason why we are doing it. The basic reason we are doing it is to have a combined operation to get a better coordinated operation with local police, State police, county police.

As you know, in your own area we have something like 140 different police departments in the Metropolitan New York region and when we can do it through a coordinated basis we have got a much better approach.

Mr. RANGEL. We can call it what we want but local policemen that reflect the ethnic composition of the community in which they have been assigned to work have proven to be more effective than those that are not familiar and that do not look like residents of that given community.

Mr. AMBROSE. In undercover capacities, generally speaking, that is true.

Mr. RANGEL. So that if in fact the new agency is going to adopt that procedure, whether we are dealing with Federal agents or local law enforcement officers, minority involvement in law enforcement would drastically increase.

Mr. AMBROSE. I would think so and hope so.

I want to make sure it is clear that one of the major purposes would be to increase the minority involvement in the new agency, direct hires, not people detailed from local police. I am talking about regular Federal agents.

Mr. RANGEL. How can we have something to hang our hats on to see that this is being done rather than being suggested? I do not assume that the Congress would get another crack at this. Would the Attorney General, who really would be calling the shots with this new agency, tell this committee that this is what we intend to do and not what is being suggested to the new Administrator?

Mr. AMBROSE. Well, I will be glad to inquire from the Attorney General whether we can give you a letter from him saying that this is the policy of the Department of Justice. I will be glad to ask the Attorney General if he wishes to do this.

Mr. RANGEL. Do you realize how important this would be to our inquiries?

Mr. AMBROSE. Well, I can see where you might be interested in it. I am not sure that it is that important personally. I think it is going to be done without any—without any doubt in my own mind because I think it is necessary.

Mr. RANGEL. I thought 20 years ago with Customs that it would just be done and here I am today trying to find out.

Mr. AMBROSE. Customs is an entirely different situation and I do not think it is really fair to make them analogous.

Mr. RANGEL. Well, I thought it would be done with the Bureau of Narcotics and Dangerous Drugs. They have 1,500 agents of which 68 are black. I thought that it just would be done without adding the factor that the black officer would be more effective because we find

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drugs now in inner cities. I just thought it would be done. And I do want to believe that with the new agency it will be done.

Mr. AMBROSE. I think it is important.

Mr. RANGEL. That it will be done.

Mr. AMBROSE. Mr. Chairman, I think it is important to also point out that the Bureau of Narcotics and Dangerous Drugs embarked on a specific program which it thought was the best program at a given time. That was the major offender in the overseas activities, which did not necessitate them possibly, and I was not there as you know, but did not necessitate the need for that many more black agents for that kind of work. It may be that they held back on pushing it but now——

Mr. RANGEL. They knew it in 1960, though. The Bureau knew it in 1960.

Mr. AMBROSE. Well, I do not know. I cannot speak for the Bureau. You would have to ask Mr. Ingersoll. You had him here and you should have asked him.

Mr. RANGEL. We did ask him and they have known it since 1960.

Mr. AMBROSE. I personally assure you we need more black agents in the new Drug Enforcement Administration and we are going to do everything absolutely necessary to get them. That is all I can say. I cannot go any further.

Mr. RANGEL. But we do not know where you will be in terms of your ability to get these things.

Mr. AMBROSE. Well, I just said I will attempt to talk to the new Attorney General and, as a matter of fact, I will make it a point if and when the new Attorney General is confirmed—I think that the present Attorney General will give you that assurance and I will talk to him about it. If you want the present Attorney General's assurance——

Mr. RANGEL. I want all of the assurances that we can get from the administration, from past Attorney Generals and future Attorney Generals because we have to have something on which to work.

Mr. CONYERS. Let us not go too far back on these Attorney Generals, Mr. Chairman.

Mr. RANGEL. I assume it is inherent in your statement that a part of the program that is being offered by the President and the Attorney General is a release of this restriction that you have in terms of the freeze and the hiring.

Mr. AMBROSE. Now, Mr. Rangel, without any way trying to play games about this, the answer is unequivocally, yes. I have told you personally before, I put it on the record now, I am appalled by the lack of the number of black agents in the Bureau of Narcotics and Dangerous Drugs and I am going to attempt to do something to see that the circumstances are not the same in the Drug Enforcement Administration.

Now, beyond that I cannot go.

Mr. RANGEL. My concern is that the President in his March 28 release had indicated that they did not need any new man.

Mr. AMBROSE. Well, I do not think they are going to need new men because the determination order, you know, first of all, you are putting together 500, 600, now Commissioner Acree says 600 agents this morning. I do not know how many agents are coming over from Customs.

Mr. RANGEL. In terms of our problem, you can rest assured that you are not going to get any increase of minorities that would change the ratio dramatically.

Mr. AMBROSE. No; I am not saying you are going to get more right away. I think there will be a number of vacancies over an immediate period of time and indeed, I do not really know at this point, and I would have to check with Mr. Berkman or Mr. Jones—there may well be already in the current machinery, congressional machinery, a request for additional agents in all those slots.

Mr. RANGEL. That is our problem. The President said their primary need was not more manpower working on the problem since over 2,100 new agents, an increase of over 250 percent since 1969, have already been added to the Federal drug enforcement agency under this administration. Now, if the BNDD and Customs cannot reflect an increase in the minority members of their forces, and he is saying that he is not going to ask for any more, will the new agency be restricted to attrition in terms of meeting the minority goals about which you are talking?

Mr. AMBROSE. Well, I think probably the first place will be attrition. The second place would be in any additional positions which have been afforded to it under the current request to the Congress and I just do not know the answer. I will have to check it. I will be glad to furnish it to you if there are pending before the Congress now requests for additional agents in any of those three bureaus which would be applicable to the situation.

Mr. CONYERS. Mr. Chairman, if you will yield to me, it seems like we are in a trap of classic proportions here. The Chief Executive Officer says there are sufficient agents. We are promised by a conscientious member of the administration that he will increase the appallingly low number of blacks in this area. And on the third hand, we are trapped by a hiring freeze that obtains in—I do not know how many of these agencies—and I do not know what its effect is going to be in the future program when it is reorganized.

He admits quite candidly, and for that, we must express our appreciation, I suppose, that this is not going to happen fast. It is going to take a period of time to accomplish. And he suggests, among other things, attrition.

Well, if I interpret that correctly, then we are not going to see any serious increase in black agents in this proposed operation in the near future. I think he is stating it as fairly as he can under the circumstances.

Mr. AMBROSE. I think that you will find, Congressman, that there probably will be a minimum 200 vacancies which will occur in the relatively near future. One of the devices as you know, could be the schedule—the number of expected attrition vacancies, attempting to recruit for those in anticipation of the vacancies coming up, and one of the things we are talking about at the present time. That is a difficult situation. It can be done. It would be in my judgment, a wise thing to to do it and it is one of the considerations that we are working on right now. So you may well see, if we can obtain qualified personnel, you may well see in the very near future a flush of new black agents coming right in.

Mr. RANGEL. Did you say we may see a flush of new black agents coming in?

Mr. AMBROSE. Yes, sir.

Mr. RANGEL. Under what, attrition?

Mr. AMBROSE. Anticipating attrition. There is always a factor of attrition you can pretty well count on, 7 to 10 percent. What is the figure?

Mr. RANGEL. Would you not almost have to mandate those coming on as being black?

Mr. AMBROSE. No. You do not have to mandate at all because we have a device now, schedule A.

Mr. CONYERS. Are we bringing in the conceptualization of some kind of quota system?

Mr. RANGEL. You cannot have it both ways.

Mr. AMBROSE. No. I am going to carefully avoid affiliation with any kind of quota system, Congressman, if you do not mind, but on the other hand, I think it is imperative to understand that we do have schedule A appointments that we can make. My recollection——

Mr. RANGEL. Well, is it firmed up that now the new agency will have schedule C?

Mr. AMBROSE. Yes. They will assume—BNDD has and everything that BNDD has goes over to the new agency.

Mr. RANGEL. Everything they have now, and is that somewhere in the making? I mean, how can the Congress know this?

Mr. AMBROSE. We can give you a rundown on the exact status of it very simply.

Mr. RANGEL. Is it posssible for us to know where we are on this before June 11? We are talking now about a national effort to combat narcotic trafficking. We are dealing with the agency that is going to have 75 percent of the manpower and another agency which is going to put in 500 or 600 men. They all agree and you agree that they cannot reach their maximum effectiveness without an increase in black agents. If this is so, then the war about which we are talking, the new agency about which we are talking has the troops, but we have not got the specialists that we need. So why would one support the merger if it is going to be a continuation of the problems that we had when the various agencies were decentralized.

Mr. AMBROSE. Well, I think frankly, and you know, with all due deference, Mr. Chairman, the statement is unfair. I have said categorically that we are going to attempt to increase the number of minority participants in the new agency and we are going to make——

Mr. RANGEL. When you say "we" I am thoroughly confused about whom you are talking.

Mr. AMBROSE. I am talking about it right now. We are making the plans for it. I assure you that the present Attorney General of the United States is interested in this and I am sure that any subsequent Attorney General is going to be interested.

Mr. RANGEL. Well, could you get those plans before the Congress?

Mr. AMBROSE. No. I do not see how I can give you a guarantee that we are going to hire 37 blacks or anything like that.

Mr. RANGEL. I am not talking about a guarantee, Mr. Ambrose. I am only talking about your goals for the new agency. All of your goals for the new agency would be in line with changing some of the inequities that exist within the present agencies.

Mr. AMBROSE. That is exactly what I said in my statement, exactly what I said in my statement.

Mr. RANGEL. Well, can we not get someone to find out what this new thing that we are going to be supporting in the Congress is going to have? I mean, do we have to wait?

Mr. AMBROSE. What is it you specifically want? If you ask me specifically what you want I will be glad to try to get the Attorney——

Mr. RANGEL. First, I would suggest that you get to the subcommittee all the statutory recommendations you wish to make as was suggested by Congressman Wiggins.

Mr. AMBROSE. If there are any.

Mr. RANGEL. If there are any.

Second, all of the ideas and suggestions that you are making should be sanctioned by someone we can identify as having some responsibility for the new agency. That person should say these recommendations are accepted and they are goals. We do not know where you are going to be. I will take such a statement from the new Attorney General, assuming that he has jurisdiction. He will have jurisdiction, will he not? Can he not get it from the Justice Department?

Mr. AMBROSE. Try and get it from the current Attorney General. I do not see any way that the Attorney General-designate can give you such an assurance.

Mr. RANGEL. Regardless of who it is, do you appreciate that the Congress would like to know what this new agency is going to do about this problem before we support it by default?

Mr. AMBROSE. I thought that was the purpose of my visit here today and it is exactly what I am trying to give you to the best of my ability, and I am giving you the maximum assurance, it seems to me, that it is possible to give under the circumstances. Beyond that I cannot go.

Mr. RANGEL. Do you have a time problem?

Mr. AMBROSE. No. I will be delighted to stay here.

Mr. RANGEL. We have a vote on the floor, and so we will be back within 15 minutes.

Mr. AMBROSE. OK. Great.

[A recess was taken.]

Mr. RANGEL. Mr. Ambrose, I guess we left it that you would make inquiries from the Department of Justice to see whether or not this subcommittee can get the feelings of the Attorney General, or whomever you deem proper, relative to favorable consideration of your suggestions. I suppose we cannot ask more than that.

Mr. AMBROSE. Well, I have spoken to the Attorney General in the interim period of time while you were voting, Mr. Chairman, and the Attorney General says on the general question, of course, of our intention to try and develop programs which would increase minority officer participation in the new administration, that he is unequivocably behind me 100 percent on that and that would be the policy.

On the other hand, he says he thinks it would be inappropriate for him to recommend specific programs to his successor and to say to you that these will be the programs since he will in all probability be replaced very shortly. But he is making arrangements for me to see the Attorney General-designate or members of his staff as soon as possible relative to this, and I will attempt to get some verification of

support for the specific programs that we have or at least conceptually the programs we have. [See letter at p. 88.]

Mr. RANGEL. And is there a reorganization plan that is to be or has been submitted to the Congress? Or is that being developed?

Mr. AMBROSE. You mean the reorganization plan?

Mr. RANGEL. Yes. Structure.

Mr. AMBROSE. Organization chart and structure.

Mr. RANGEL. Right.

Mr. AMBROSE. Yes, sir. We have submitted to the Government Operations Subcommittee on Legislative and Military Affairs, which incidentally, this morning reported out the bill favorably, we have submitted to them an outline of this and, of course, this cannot be in cement. As you know, an Administrator has got to have some judgment, some responsibility for changing the organizational structure to meet whatever he thinks the needs are, but generally speaking, I think we have a functional chart which we have given to the committee which will be the broad outline of the new agency.

Mr. RANGEL. Are there any questions that Mr. Wiggins might have?

Mr. WIGGINS. I have a request, Mr. Chairman. If previously Reorganization Plan No. 2 has not been made a part of our record I request that it be made a part of the record.

Mr. RANGEL. So ordered.

[Reorganization Plan No. 2 follows:]

REORGANIZATION PLAN NO. 2 OF 1973

Prepared by the President and transmitted to the Senate and the House of Representatives in Congress assembled, March 28, 1973, pursuant to the provisions of Chapter 9 of Title 5 of the United States Code.

LAW ENFORCEMENT IN ILLICIT DRUG ACTIVITIES

Section 1. *Transfers to the Attorney General.* There are hereby transferred from the Secretary of the Treasury, the Department of the Treasury, and any other officer or any agency of the Department of the Treasury, to the Attorney General all intelligence, investigative, and law enforcement functions, vested by law in the Secretary, the Department, officers, or agencies which relate to the suppression of illicit traffic in narcotics, dangerous drugs, or marihuana, except that the Secretary shall retain, and continue to perform, those functions, to the extent that they relate to searches and seizures of illicit narcotics, dangerous drugs, or marihuana or to the apprehension or detention of persons in connection therewith, at regular inspection locations at ports of entry or anywhere along the land or water borders of the United States: *Provided*, that any illicit narcotics, dangerous drugs, marihuana, or related evidence seized, and any person apprehended or detained by the Secretary or any officer of the Department of the Treasury, pursuant to the authority retained in them by virtue of this section, shall be turned over forthwith to the jurisdiction of the Attorney General; *Provided further*, that nothing in this section shall be construed as limiting in any way any authority vested by law in the Secretary of the Treasury, the Department of the Treasury, or any other officer or any agency of that Department on the effective date of this Plan with respect to contraband other than illicit narcotics, dangerous drugs, and marihuana: and *Provided further*, that nothing in this section shall be construed as limiting in any way any authority the Attorney General, the Department of Justice, or any other officer or any agency of that Department may otherwise have to make investigations or engage in law enforcement activities, including activities relating to the suppression of illicit traffic in narcotics, dangerous drugs, and marihuana, at ports of entry or along the land and water borders of the United States.

Sec. 2. *Transfers to the Secretary of the Treasury.* There are hereby transferred to the Secretary of the Treasury all functions vested by law in the Attorney General, the Department of Justice, or any other officer or any agency of that

Department, with respect to the inspection at regular inspection locations at ports of entry of persons, and documents of persons, entering or leaving the United States: *Provided*, that any person apprehended or detained by the Secretary or his designee pursuant to this section shall be turned over forthwith to the jurisdiction of the Attorney General: and, *Provided further*, that nothing in this section shall be construed as limiting, in any way, any other authority that the Attorney General may have with respect to the enforcement, at ports of entry or elsewhere, of laws relating to persons entering or leaving the United States.

Sec. 3. *Abolition.* The Bureau of Narcotics and Dangerous Drugs, including the Office of Director thereof, is hereby abolished, and section 3(a) of Reorganization Plan No. 1 of 1968 is hereby repealed. The Attorney General shall make such provision as he may deem necessary with respect to terminating those affairs of the Bureau of Narcotics and Dangerous Drugs not otherwise provided for in this Reorganization Plan.

Sec. 4. *Drug Enforcement Administration.* There is established in the Department of Justice an agency which shall be known as the Drug Enforcement Administration, hereinafter referred to as "the Administration."

Sec. 5. *Officers of the Administration.* (a) There shall be at the head of the Administration the Administrator of Drug Enforcement, hereinafter referred to as "the Administrator." The Administrator shall be appointed by the President by and with the advice and consent of the Senate, and shall receive compensation at the rate now or hereafter prescribed by law for positions of level III of the Executive Schedule Pay Rates (5 U.S.C. 5314). He shall perform such functions as the Attorney General shall from time to time direct.

(b) There shall be in the Administration a Deputy Administrator of the Drug Enforcement Administration, hereinafter referred to as "the Deputy Administrator," who shall be appointed by the President by and with the advice and consent of the Senate, shall perform such functions as the Attorney General may from time to time direct, and shall receive compensation at the rate now or hereafter prescribed by law for positions of level V of the Executive Schedule Pay Rates (5 U.S.C. 5316).

(c) The Deputy Administrator or such other official of the Department of Justice as the Attorney General shall from time to time designate shall act as Administrator during the absence or disability of the Administrator or in the event of a vacancy in the office of Administrator.

Sec. 6. *Performance of transferred functions.* (a) The Attorney General may from time to time make such provisions as he shall deem appropriate authorizing the performance of any of the functions transferred to him by the provisions of this Reorganization Plan by any officer, employee, or agency of the Department of Justice.

(b) The Secretary of the Treasury may from time to time make such provisions as he shall deem appropriate authorizing the performance of any of the functions transferred to him by the provisions of this Reorganization Plan by any officer, employee, or agency of the Department of the Treasury.

Sec. 7. *Coordination.* The Attorney General, acting through the Administrator and such other officials of the Department of Justice as he may designate, shall provide for the coordination of all drug law enforcement functions vested in the Attorney General so as to assure maximum cooperation between and among the Administration, the Federal Bureau of Investigation, and other units of the Department involved in the performance of these and related functions.

Sec. 8. *Incidental transfers.* (a) So much of the personnel, property, records, and unexpended balances of appropriations, allocations, and other funds employed, used, held, available or to be made available in connection with the functions transferred to the Attorney General and to the Secretary of the Treasury by this Reorganization Plan as the Director of the Office of Management and Budget shall determine shall be transferred to the Department of Justice and to the Department of the Treasury, respectively, at such time or times as theDirector shall direct.

(b) Such further measures and dispositions as the Director of the Office of Management and Budget shall deem to be necessary in order to effectuate transfers referred to in subsection (a) of this section shall be carried out in such manner as he shall direct and by such Federal agencies as he shall designate.

Sec. 9. *Interim Officers.* (a) The President may authorize any person who, immediately prior to the effective date of this Reorganization Plan, held a position in the Executive Branch of the Government to act as Administrator until the office of Administrator is for the first time filled pursuant to the provisions of this Reorganization Plan or by recess appointment as the case may be.

(b) The President may similarly authorize any such person to act as Deputy Administrator.

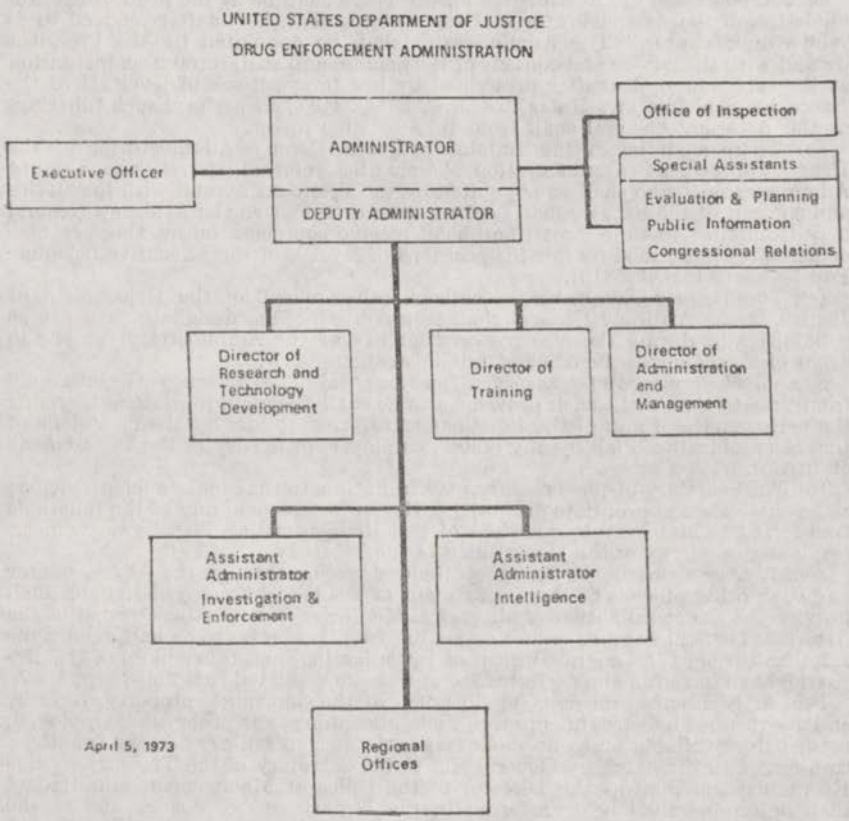
(c) The President may authorize any person who serves in an acting capacity under the foregoing provisions of this section to receive the compensation attached to the office in respect to which he so serves. Such compensation, if authorized, shall be in lieu of, but not in addition to, other compensation from the United States to which such person may be entitled.

Sec. 10. *Effective date.* The provisions of this Reorganization Plan shall take effect as provided by section 906(a) of title 5 of the United States Code or on July 1, 1973, whichever is later.

Mr. WIGGINS. And if the chart of the proposed new agency is available and has not yet been made a part of our record, I request that it also be included.

Mr. RANGEL. So ordered.

[The chart referred to follows:]



Mr. WIGGINS. A concluding comment, Mr. Chairman. I hope that Congress will not throw the baby out with the bathwater. The reorganization is entitled to be judged on its merits as a useful tool in combating drug violations and its hiring practices and recruiting practices are obviously important and we should deal with that subject, but it is, in my judgment, not a reason for rejecting what would otherwise be a useful coordinating tool for combating this serious social problem.

Mr. RANGEL. Counsel.

Ms. ROBINSON. Yes, I do have a couple of questions.

You had indicated that your Deputy Director would be involved with the equal employment opportunity program and I was wondering if you could just familiarize us with his background.

Mr. AMBROSE. My Deputy Director who is now doing it?

Yes, ma'am. He is the Deputy Special Assistant Attorney General. Prior to that—well, let me go back first.

His name is John R. Bartels, Jr. He is from New York. He is a graduate of Harvard Law School, served as Assistant U.S. Attorney, southern district of New York, for some 5 years or so under Mr. Robert Morganthau, served as the first chief of the strike force in Newark, N.J., which I think most of you realize was a rather successful operation.

He served for a short period of time as counsel to Governor Rockefeller's committee for examination into the affairs of the city of New York and then has served since February or March of last year as Deputy Director of this organization.

Ms. ROBINSON. Do you have any way of estimating the amount of time that it would take, if the reorganization plan does go into effect, to develop the affirmative action program for the new agency?

Mr. AMBROSE. I would hope to have it developed before the agency went into effect.

Ms. ROBINSON. So would that place its development within the timespan of, roughly, June 11 to July 1?

Mr. AMBROSE. No. I do not think it is being developed right now. I think that is exactly what I tried to say this morning, that we have actually had many working on this for some period of time. So the plan is being developed.

Whether it will be finally completed, if that is your question, it would be somewhere between June 11 and July 1.

Mr. RANGEL. Have you agreed on an Administrator?

Mr. AMBROSE. I am not at liberty to involve myself—that is a Presidential appointment, Mr. Rangel. I do not think I had better get involved in that.

Mr. RANGEL. Is the President recruiting?

Mr. AMBROSE. The President and his staff are actively looking for somebody to fill these slots.

Mr. RANGEL. How many slots will there be?

Mr. AMBROSE. Three. Presidential appointees. Two in the administration and one in the Department itself, the Assistant Attorney general's spot.

Mr. RANGEL. Has he got an Equal Employment Opportunity staff adviser?

Mr. AMBROSE. The President?

Mr. RANGEL. Yes.

Mr. AMBROSE. I think you will have to ask him, Mr. Rangel. Maybe I should claim executive privilege.

Ms. ROBINSON. May I continue, please.

Mr. RANGEL. Sure.

Ms. ROBINSON. I have before me and have furnished to the subcommittee a one-page proposed affirmative action program for the Drug Enforcement Administration. You indicated that the plan is in the process of being developed and I am wondering if there is a written

document more substantial than what we have in front of us now. If there is, can it be furnished to the committee?

Mr. AMBROSE. No. I do not know if we have any more substantial lengthy documents. I am not really interested in lengthy documents, ma'am. I am interested in some action to get some agents into this thing and, frankly, I do not really think we need any extensive plan, if you want my honest judgment about it, and I am sure you do.

I know what we have to do if we are going to do it. We have to have a commitment to getting these agents on board and actively seeking them out and moving the agents from schedule A—moving them on to the regular roster, have them qualify.

Mr. RANGEL. I thought you had a new schedule. I was going to check with BNDD.

Mr. AMBROSE. I would like to make up a few new schedules.

Mr. RANGEL. Schedule A has not proven too successful in this area. I thought there was a new schedule.

Mr. AMBROSE. I do not know why it has not. In years gone by in the Bureau of Narcotics it was very successful. I administered schedule A employment in the Department of the Treasury in the fifties and it was very successful. That is when we had a substantial number——

Mr. RANGEL. We go back to the same question as to who would be the Administrator.

Mr. AMBROSE. Well, I do not know why it is not successful. There may be a variety of reasons all of which are adequate, I do not know, but I am sure that if we coupled the schedule A with the removal of the absolute minimum requirement of the college degree and the substitution of law enforcement experience, we can achieve the objectives that I am committed to.

Ms. ROBINSON. One final question I wanted to raise with you. You spoke of your lack of interest in lengthy documents, which I can certainly appreciate, and your interest in commitment and action. I believe your statement before this subcommittee pledged a personal commitment, but I am wondering whether or not at this time there is an institutional commitment as well.

Mr. AMBROSE. I think I just mentioned a few minutes ago—I spoke to the Attorney General of the United States during the recess when the chairman and members of the committee were voting and he echoed the institutional commitment without any equivocation whatsoever. His point was again, however, as to specific items that have to be done, he did not think it would be appropriate for him at this time as in effect a lameduck to commit his successor, but that he is making arrangements for me to see his successor, and maybe we can get that kind of a commitment out of him if he so chooses or at least anticipate or hopefully anticipate that we may be able to get it out of him when he is nominated and confirmed—or confirmed; he has been nominated.

Ms. ROBINSON. Thank you.

Mr. RANGEL. Mr. Wiggins?

Mr. WIGGINS. No further questions.

Mr. RANGEL. Is a career board included in the new setup?

Mr. AMBROSE. It is one of the things that we have to—there will be a career board. There will have to be a career board.

Mr. RANGEL. Will there be minorities included on the career board?

Mr. AMBROSE. I do not know if—I think it is one of the things that Mr. Bartels spoke to me about, Mr. Rangel. I do not know whether we can say specifically that there will be minorities—we get into a real quota problem there.

Mr. RANGEL. Will there be blacks on the board?

Mr. AMBROSE. I do not know. I really do not know whether there will be at this point because there is no way of saying there will or will not be.

Mr. RANGEL. I want to thank you on behalf of the subcommittee. Your answers certainly did not come as a surprise to me, since you have actively and vigilantly fought for the rights of all people in your long history of public service and we hope, and I know you do, that your suggestions will be well received by whomever the administrator is. Again, I cannot overemphasize the suggestion made by Congressman Wiggins that if there is any legislation that you find would be helpful in reaching the goals which we want the new organization to reach, certainly we would welcome them. Also, any statements from the administration in support of your testimony here today will assist us in terms of supporting the program.

[The prepared statement of Mr. Ambrose follows:]

STATEMENT BY MYLES J. AMBROSE

Mr. Chairman and distinguished members of the subcommittee, I am pleased to have this opportunity to testify today about proposed DEA equal employment goals and programs. As you may well know, this area of narcotics law enforcement is somewhat unique in terms of its need for resourceful, effective programs for equal employment opportunity. Naturally, those of us in the narcotics field wish to do everything possible not only to conform with existing legal mandates concerning minority opportunity, but also to carry these efforts beyond mere legal mandates where possible. A compelling factor is the purely practical necessity for us to take affirmative measures to ensure that the ranks of narcotics enforcement personnel include sufficient numbers of minority group members to wage an effective war against the drug menace.

It is an accepted fact, and well known, that a substantial number of narcotics law violators come from minority communities across the country. It is an equally accepted fact that it is these very minority communities—the men, women and children living and working there—who most feel the consequent social costs that hard drug addiction and trafficking breed.

We must depend on minority communities in a number of ways if we are going to solve the problem of drug abuse—and we are. We must recruit agents from minority communities at a greater rate than we have been. We must appeal to the communities themselves to help us in our mission—and what better way to demonstrate our good faith in this regard than in vigorous minority recruitment programs.

Additionally, as a purely practical matter, we need to have substantial numbers of investigative personnel from these same minority groups if we are going to be able to effectively infiltrate distribution organizations and build successful cases against their members.

Let me emphasize that I am personally pledged to see in planning the transition to the new Drug Enforcement Administration, that from its inception it will be armed with effective programs for minority employment and promotion. My deputy director at DALE, John R. Bartels, Jr., has been given this responsibility as our planning goes forward, and has been doing precisely that as the program takes shape.

Without being critical of previous efforts, I am not at all satisfied with our progress in this area to date. I understand that the Subcommittee has been provided copies of current equal employment opportunity statistics and affirmative action programs for BNDD, DALE, and ONNI. These programs have been

somewhat successful, but we plan to see that more is done through the new Administration.

The first step in this direction is to place the responsibility for minority opportunity under the direct jurisdiction of the administrator. Until we have effective recruitment programs in operation throughout the country, and a sufficient number of minority supervisory personnel in the regional offices, these matters should be handled through headquarters, by personnel reporting directly to the administrator.

In terms of actual recruitment programs, we are looking into numerous possible approaches during the reorganization period and the period of initial operation of the Drug Enforcement Administration:

We have asked numerous enforcement officials to identify minority enforcement personnel within their jurisdiction who might be suitable for advancement to agent positions;

We are investigating the possibilities of an active college recruitment program, as well as the possibility of substituting the college degree requirement with a given number of years of police service, for instance, for those who did not have the opportunity to go to college;

We are maintaining active liaison with the Law Enforcement Assistance Administration, which has funded numerous minority recruitment programs for state and local governments, to find out the kinds of such programs that are meeting with success;

We are developing lists of possible contacts in educational institutions with large numbers of minority students, community organizations specializing in minority affairs, and other minority oriented groups which could assist in recruitment of minority personnel.

In short, DEA will be firmly committed not only to fulfilling the letter of the law, but its spirit as well; not only to a policy of non-discrimination, but to positive action for minority opportunity, and not only to support for the items noted in the proposed Affirmative Action Program, but to exploring any and all innovative programs which might aid DEA in attaining full equal employment opportunity status as soon and as expeditiously as possible.

This concludes my statement, Mr. Chairman. I shall be happy to answer any questions which members of the Committee may have.

Mr. RANGEL. We are about to conclude unless the Congressman has any questions.

Mr. CONYERS. Mr. Chairman, I do not have any questions. I thank you very much for permitting me to join this distinguished subcommittee.

Mr. RANGEL. Then the subcommittee will stand in recess until such time as the Chairman calls it into session.

[Whereupon, at 12:50 p.m., the subcommittee was recessed, subject to the call of the Chair.]

[Subsequent to the recess of the subcommittee, the following letter was received pertaining to testimony at p. 82.]

OFFICE OF THE ATTORNEY GENERAL,
Washington, D.C., May 16, 1973.

Hon. CHARLES B. RANGEL,
Bankruptcy and Civil Rights Oversight Subcommittee of the Judiciary Committee, House of Representatives, Washington, D.C.

DEAR MR. RANGEL: I have reviewed with Myles J. Ambrose, Special Assistant Attorney General, the concerns of the Civil Rights Oversight Subcommittee which were expressed during the proceedings on May 10, 1973. I am pleased to affirm that it will be the policy of the Department of Justice to seek every possible means to increase significantly the number of Black and other minority group agents employed by the proposed new Drug Enforcement Administration. This is a compelling objective which is an absolute necessity in order to insure that the ranks of narcotics enforcement personnel include sufficient numbers of minority group investigative agents to carry out effective programs.

As Mr. Ambrose testified, the transitional planning includes the development of programs to achieve this objective. For example, we are considering the substitution of enforcement experience for some of the more traditional educational requirements, and placing the responsibility for implementation of minority recruitment programs directly upon the Administrator and his Deputy. We are examining any legal impediments which may be subject to correction either by legislation or action of the Attorney General. We are also maintaining and developing liaison with minority-oriented groups which may be of assistance in identification and recruitment of minority agent personnel.

I have reviewed this policy with Attorney General Designate Richardson, and I am pleased to report that he has indicated his own commitment to and support of this policy. He has stated that, subject to his confirmation as Attorney General, he is prepared to take steps of his own to see that this policy is implemented.

Sincerely,

RICHARD G. KLEINDIENST.

APPENDIXES

APPENDIX 1

Proposed Affirmative Action Program for DEA

As a bureau, DEA will be required to develop an EEO program including:

1. Selection of full-time positive EEO action coordinator.
2. Development of formal EEO plans of action.
3. Designation of an EEO officer and a sufficient number of EEO counselors
4. Designation of Federal Women's Program coordinator.
5. Designation of a coordinator for the 16 Point Program for the Spanish Speaking.
6. Participation in the Department's personnel and EEO evaluation program.
7. Participation in the Department's training and employee development programs.

The DEA EEO program, like those of the other bureaus will speak to the 8 positive action areas outlined by the Civil Service Commission and the Department.

As the largest organization affected by the proposed merger, BNDD's EEO program will probably serve as a base for development of the DEA program. Both ODALE and ONNI are currently a part of the EEO program for legal and administrative activities.

Appendix 2

BACKGROUND INFORMATION FOR MINORITY GOALS ESTABLISHED FOR CY 1973

I. Recruitment Goals

Special Agents

Project 103 additional special agent minority members than were on-board 6/30/72 for a total of 213.

Already hired 29 in Class #26 and #27.

Must hire 74 more by 12/31/73.

Budget calls for 350 positions in FY-74.

Estimate three classes by December 31, 1973 totaling 175 agents. The projection is for 74 or approximately 42% to be minorities.

Compliance Investigators

Project 50 additional compliance investigator minority members.

Budget calls for 66 in FY–73 and 69 in FY–74 for a total of 135.

Estimate is for 101 total hires by 12/31/73.

Projection is for 50 of the total hires to be minorities.

Chemists

Project five additional chemist minority members.

FY–74 budget calls for 22 positions.

Estimate a total of 11 total hires by 12/31/73. Five should be minority members.

Clerical

Project 70 additional clerical minority members in the series specified.

FY–73 budget calls for 22 positions and FY–74 budget calls for 239.

Expect 142 total hires by 12/31/73. Approximately ½ or 70 should be minority members.

Professional/Technical

Project 12 additional professional/technical hires in the series specified.

FY–74 budget calls for 70 professional/technical positions.

Expect 35 total hires by 12/31/73. Twelve of these should be minority members.

II. Occupational Minority Goals

Series selected have none or a relatively low number of minority group members.

Current percentage of representation is 8.5%.

Goals established will raise this to 13.1.

III. Grade Level Goals

Promotion plan calls for a total of 316 promotions from GS–7 through GS–12 and 120 promotions projected for GS–5 and below.

Increase of 120 minority representation in grades GS–1/5 is based on 70 clerical and 50 compliance investigator new hires.

Significant figure is 120 increase in population between GS–6/12 grade range.

With 12 professional/technical, 5 chemists and 74 special agents for a total of 91 new hires in the GS–6/12 grade range, this means we expect 29 promotions from the GS–1/5 to the GS–6/12 grade range.

IV. Hiring Goals by Geographic Area

Based on regional configuration, ADMP feels that the Regional area comprised of New York, Philadelphia, Chicago, and Detroit should be responsible for recruiting 60% of the total minority members hired; New Orleans, Baltimore and Miami area for 20%; Los Angeles, Denver, and Dallas area for 15% and Seattle and Kansas City area for 5%.

V. Although we established *overall* rather than *individual* minority group member goals, for purposes of the DOJ submission, it is expected that ADMP will establish individual minority group member goals which will be maintained internally

The objective of the overall goals was to have 20% total minority group member representation in BNDD by 12/31/73. Current representation is 11.8.

Attached is a statistical summary of the analysis of minority employment in BNDD as of 6/30/72.

Further in-depth analysis is required to determine specific problem areas by organizational units.

MINORITY EMPLOYMENT AS OF JUNE 30, 1972

	Number	Percent
Black	237	9.9
Spanish-surnamed	69	2.39
American Indian	5	.02
Oriental	10	.04
Total	321	11.8
Total employment	2,723	

EMPLOYMENT BY GRADE

	GS-1/5	GS-6/12	GS-13/15	GS-16/18
Black	115	91	17	0
Spanish-surnamed	12	39	18	0
American Indian	1	3	0	1
Oriental	1	7	2	0
Total	129	140	37	1
Total employment	625	1,554	493	12
Percent	20	9	8	8

EMPLOYMENT BY SERIES

	Clerical 203, 301, 305, 312, 316, 318, 322, 1531	Administrative/professional 201, 510, 341, 905
Black	111	2
Spanish-surnamed	18	1
American Indian	0	
Oriental	3	
Total	132	3
Total employment	703	65
Percent	18.7	4.6

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APPENDIX 3

BNDD EEO AFFIRMATIVE ACTION PLAN, CALENDAR YEAR 1973

Action item	Responsible official(s)	Target date
I. Organization and administration:		
A. Assign at least 1 ADM full-time employee to the development of positive EEO programs.	Bureau Personnel Officer	May 1, 1973.
B. Develop an EEO Regional Plan of Action for each domestic regional office. Local plans will include appropriate action items from the Department national and regional plans as well as from the Bureau's national plan.	Regional Administrative or Personnel Officers.	June 1, 1973.
C. Conduct a semiannual review of the man-year resources being devoted to the EEO program, especially counseling and complaint resolution, recruiting and upgrading women minority employees, motivating supervisors and program development and evaluation.	EEO Officer	May 1, 1973, Nov. 1, 1973.
D. Designate	Director	May 1, 1973, and NLT 10 days after vacancy occurs.
1. 4 employees to serve as Headquarters EEO Counselors.		
2. 2 employees to serve as principal and alternate representatives to the Federal Women's Program Committee.		
3. 1 employee to serve as the bureau 16-pt. program coordinator.		
E. Designate	Regional Directors, Chief Chemists	May 1, 1973.
1. A minimum of 2 employees to serve as part-time EEO Counselors in each region. Chief chemists will designate 1 employee to serve as part-time EEO Counselor.		
2. 1 employee to serve as the Federal Women's Program Coordinator.		
3. 1 employee to serve as the 16-pt. program coordinator.		
II. Recruiting and selection:		
A. Continue to seek women and minority applicants in accordance with established numerical guidelines.	Bureau Personnel Officer, Regional Directors, Chief Chemists, and office heads.	Dec. 31, 1973.
B. Collect and analyze data reflecting employment of women and minorities and furnish progress reports to the Bureau Director and the Department Director of Personnel and Training. Reports will analyze the effectiveness of positive actions taken to recruit and promote women and minorities.	Bureau Personnel Officer	20 days after publication of quarterly report on employment of women and minorities.
C. Review changes in employment of women and minorities and take appropriate action to stimulate recruiting efforts and/or to revise numerical guidelines. Designated Bureau officials will notify the Department Director of Personnel and Training of changes in existing guidelines.	EEO Officer	Do.
D. Develop or review, and implement regional recruiting plans. Revised plans will include numerical goals for each occupational category for which recruitment will be undertaken during calendar year 1973. ADMP will provide a numerical recruitment target by minority group for special agent, compliance investigator and chemist positions. The Personnel Officer will monitor progress against recruitment targets. Recruiting plans will also include:	Regional Administrative or Personnel Officer	June 1, 1973.

BNDD EEO AFFIRMATIVE ACTION PLAN, CALENDAR YEAR 1973—Continued

Action item	Responsible official(s)	Target date
II. Recruiting and selection—Continued		
D. Develop or review, etc.—Continued	Regional Administrative or Personnel Officer—Continued	June 1, 1973.
1. Schedule listing individuals for continuing recruitment relationships and on-campus visits to schools with predominantly minority group or female enrollment to recruit undergraduate students for professional positions, e.g., S/A, Chemist, Compliance Investigator. Names of schools and dates should be listed.		
2. Names of minority and female professional staff members who will comprise part of the recruiting team visiting colleges,		
3. Responsible official for providing minority and women staff members with appropriate notices to their alma maters.		
E. Designate a Regional Recruitment Officer and provide training on recruiting methods and techniques with emphasis on minority recruitment.	Regional Directors	May 1, 1973.
F. Analyze minority and women employment situation and compile statistics from which monthly EEO personnel reports will be made. (Form being developed for reporting purposes.)	Regional Personnel Officer	Do.
G. Document reasons for nonselecting minority and women applicants and submit records to regional personnel officer.	All officials with selection authority	NLT 2 days after interview is conducted.
H. Establish a cooperative education program in each region and laboratory. Select students interested in permanent employment as special agents, chemists, compliance investigators and in paraprofessional positions. (At least 1 temporary position will be made available per regional and laboratory office by Controller.)	Regional administrative or personnel officer Chief Chemists.	May 1, 1973.
III. Full utilization of employee skills:		
A. Review data from the Juniper System comparing employees' grade levels and educational level for all employees GS-7 or equivalent and below and identify employees whose skills appear to be underutilized or nonutilized.	Bureau personnel officer	March 1, 1973.
B. Submit to the Department Director of Personnel and Training a plan for better utilizing the skills of employees identified in (A) including timetable for implementation of the plan.	do	May 1, 1973.
C. Submit to the Department Director of Personnel and Training semiannual progress reports on implementation of employee utilization plan.	do	Semiannually, beginning Oct. 1, 1973.
D. Describe and publish the services offered by ADM to employees for establishing and reaching career goals and publicize them together with the name, room and telephone number of each specialist in the personnel office responsible for providing career counseling services.	do	May 1, 1973.
E. Review data provided by Bureau Headquarters comparing employees' grade levels and education levels and identify employees whe skills appear to be underutilized or nonutilized. Establish schedule to interview both the employee and supervisor to ascertain if the employee is either underutilized or in a dead end position. Maintain record of results of interviews.	Regional personnel officer	Mar. 15, 1973.
F. Establish rotation plan for cross training individuals who are in dead end positions so as to improve their opportunities for reassignment or promotion.	Regional administrative or personnel officer.	Mar. 30, 1973
G. Establish policy of automatic consideration of employees identified as being underutilized for any vacancies that occur to insure these employees are not overlooked.	Bureau personnel officer	May 1 ,1973.
H. Describe and publish the services offered within the region and laboratory to employees for career and guidance.	Regional administrative officers, chief chemists.	Do

BNDD EEO AFFIRMATIVE ACTION PLAN, CALENDAR YEAR 1973—Continued

Action item	Responsible official(s)	Target date
IV. Enhancement of employee skills:		
A. Consider and, if feasible, implement programs prepared by the Department to provide avenues for employee development.	Bureau personnel officer	Aug. 1, 1973.
B. Assure that goals of the public service careers program are met, including training for 23 upgrade component participants during fiscal year 1973.	do	June 30, 1973.
C. Document specific actions to correct identified deficiencies in employees' performance through training, counseling, or other efforts.	Performance rating officials	NLT 10 days after the close of each month.
D. Insure at time of monthly evaluation that employees are aware and avail themselves of courses offered by CSC and other agencies designed to improve their work performance or to gain new skills which can qualify them for higher graded positions.	do	May 10, 1973, and by the 10th of each month thereafter.
E. Prior to final approval review all training requests to insure that full consideration is given to minorities and women in executive training such as attendance at Executive Seminars Centers and Federal Executive Institute.	Regional Directors, Chief Chemists, and office heads.	Mar. 15, 1973 and continuing.
V. Training, advice, incentives:		
A. Quarterly review EEO activity reports including statistical data from the semiannual minority group employment census to determine if supervisors are eligible for EEO achievement awards.	Bureau Personnel Officer	Mar. 31, 1973, June 30, 1973, Sept. 30, 1973, and Dec. 31, 1973.
B. Evaluate the effectiveness of EEO training being given to supervisors and managers and discuss results with EEO Officer and Personnel Officer.	Assistant Director for Training	June 30, 1973, Dec. 31, 1973.
C. Quarterly review each record of investigation and hearing on complaints of discrimination originating within the Bureau to determine if additional EEO training is indicated for individual supervisors or groups of supervisors or for entire organizations and recommend appropriate training to Assistant Director for Training.	EEO Officer	Mar. 31, 1973, June 30, 1973, Sept. 30, 1973, and Dec. 31, 1973.
D. Issue instructions to Regional Directors, Chief Chemists and office heads and provide specific and practical guidance on methods to create upward mobility for employees with potential for further advancement.	Bureau Personnel Officer	June 30, 1973.
E. Establish realistic and fair criteria for evaluating supervisory performance in EEO.	do	May 1, 1973.
F. Require all supervisors receive training to give them understanding of and sensitivity to the objectives of the EEO program and the needs and aspirations of individual employees. At minimum, supervisors will attend the CSC course "Supervisors Role in EEO".	Bureau Personnel Officer, Regional Administrative or Personnel Officers, and Chief Chemists.	Dec. 31, 1973.
G. Require the Federal Women's Program Coordinators attend the CSC course "EEO for Federal Women's Program Coordinators".	EEO Officer and Regional Directors	Aug. 31, 1973.
H. Analyze promotions, training, awards, and other personnel actions by minority group and sex to ascertain disparities and take corrective steps. Special consideration should be given to situations where actions on minorities does not measure up to potential represented on the work force.	Regional Directors	May 5 and by the 5th of each month thereafter.
I. Develop and implement an orientation and training program in personnel administration for EEO program staff persons.	Bureau and regional personnel officers	Aug. 1, 1973.
VI. Community activities:		
A. Identify Bureau minority and nonminority representatives who wish to participate in minority group conferences and activities, e.g., Black Expo, drug abuse programs, etc., and establish schedule for visits to minority and women's organizations in the community.	EEO officer, regional personnel officers	May 1, 1973.
B. Identify and advise minority colleges of the names of employees who are available as lecturers or who can provide counseling to their students.	do	Do.

BNDD EEO AFFIRMATIVE ACTION PLAN, CALENDAR YEAR 1973—Continued

Action item	Responsible official(s)	Target date
VI. Community activities—Continued		
C. Update fair housing information maintained in each personnel and administrative office and provide needed information to employees in advance of their entrance-on-duty.	Bureau and regional personnel officers	At time offer letter is sent or sooner.
VII. Program assistance and evaluation:		
A. Meet periodically with EEO Action plan coordinators to review progress on action plan items and to resolve problems which may exist as well as to exchange and explore new ideas to further the EEO program.	EEO officer	Sept. 30, 1973, and quarterly thereafter.
B. Prepare and submit EEO Action Plan evaluation report to CSC with copy of the annual EEO Affirmative Action Plan.	Regional Administrative Officers	Feb. 1, 1973.
C. Prepare annual EEO program evaluation report which will be distributed to all Regional Directors and office heads.	EEO Officer	Dec. 31, 1973.
VIII. Discrimination complaint processing:		
A. Notify employees of names, rooms and telephone numbers of the EEO Counselors serving their organizations.	EEO Officer, Regional Personnel Officer	Within 10 days of change.
B. Review promptly the action taken on each formal complaint of discrimination and make report to Bureau Director.	EEO Officer	Within 15 days after investigation is completed.
C. Authorized officials will receive and forward complaints immediately to the EEO Officer.	Regional Directors, Chief Chemists, EEO Officer, and Federal Women's Coordinators.	Upon receipt.
IX. Special action programs:		
A. Recruit and consider minority group and women applicants for such programs as: Neighborhood Youth Corps, work incentive programs, etc. Numerical hiring goal should be established.	Regional Personnel Officers, Chief Chemists	June 1, 1973.
B. Provide training for supervisors of summer employees to acquaint them with th objectives of summer employment programs and appropriate work assignments.	do	June 1, 1973.

APPENDIX 4

U.S. Customs Principal Field Offices Covered

Customs Region I, Boston, Mass.; Regional Counsel, Boston, Mass.; Customs Agency Service, District No. 1, Boston, Mass.; Customs Agency Service, District No. 20, Buffalo, N.Y.; and Regional Director, Security and Audit, Boston, Mass.

JULY 1, 1972 THROUGH JUNE 30, 1973

EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN

OBJECTIVE I: TO ADMINISTER THE OBJECTIVES AND RESOURCES OF THE BUREAU IN A POSITIVE AND EFFECTIVE MANNER

Action	Responsible official(s) [1]	Target date
1. Our Action Plan will be revised and submitted annually.	EEOO Personnel Officer	May 2, 1973.
2. The work force will be reviewed and if underutilization of minority group and female employees exists, goals and timetables will be established to provide upward mobility.	Personnel Officer, EEOO	Apr. 30, 1973.
3. Policy statement will be issued annually supporting EEO program.	Regional Commissioner	April 1973.
4. Seminars will be conducted to inform employees (mostly supervisors and managers) of current EEO responsibilities, existing problems and methods available to solve such problems.	Training Officer, EEOO	Do.
5. Advisory Committee will meet monthly to discuss EEO program, exchange views, and bring to the attention of the EEOO any problem that might exist.	Personnel Officer, EEOO	Do
6. EEO Counselors submit to Regional EEOO narrative reports on the cases handled and a synopsis of the problems of the EEO Counseling Reports to the Regional EEOO, who submits such reports to the EEOO, Bureau Headquarters.	EEOO, EEO Counselors	Quarterly beginning Oct. 24, 1972.
7. Allocation of EEO staff (see attachment No. 1)	Principal Field Officers	November 1972.
8. Dollar outlay for EEO program (see attachment No. 1)	do	Do.
9. Review qualifications of employees working on EEO program, full and part time. Certify that such individuals are fully qualified according to the qualification standards (see attachment No. 2).	EEOO	Do.
10. Submission of schedules of seminars to EEOO, Bureau Headquarters.	Training Officer, EEOO	April 1973.

OBJECTIVE II: TO INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

1. The following new contacts will be established:		
a. In Boston, Cardinal Cushing Center for Spanish-Speaking People, the Urban League, Concentrated Employment Programs, Neighborhood Youth Corps, and National Organization of Women.	District Director, Personnel Officer, Federal Women's Program Coordinator, EEOO, EEO Counselor, Spanish-Surnamed Coordinator.	Apr. 30, 1973.
b. In Buffalo, the Urban League, Concentrated Employment Programs, Neighborhood Youth Corps, National Organization of Women, Welfare Rights Organization, Women's Equity Action League, State of New York Work Incentive Program, Puerto Rican Cultural Society, Westside Center (Puerto Rican), Eastside Center (Black), Buffalo Research and Planning Council, and Afro-American Police Association.	District Director, Personnel Officer, EEOO, EEO Counselor, Federal Women's Program Coordinator, Spanish-Surnamed Coordinator, Chairlady, Buffalo District, EEO Committee.	Do.

Footnotes at end of table.

EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN—Continued

OBJECTIVE II: TO INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES—Continued

Action	Responsible official(s)[1]	Target date
2. Maintain existing contracts with the following groups:		
a. In Boston, NAACP, ABCD, National Alliance for Businessmen, Boston University, Northeastern University, Suffolk University, Williams College, Civil Service Commission, Federally Employed Women, University of Massachusetts (Boston and Amherst), and Newton College of the Sacred Heart.	District Director, Personnel Officer, EEOO, EEO Counselor, Federal Women's Program Coordinator, Spanish-Surnamed Coordinator.	Apr. 2, 1973.
b. In Buffalo, NAACP, Civil Service Commission, Federally Employed Women, State University of New York at Buffalo, Canisius College, and Niagara University.	District Director, Personnel Officer, EEOO, EEO Counselor, Federal Women's Program Coordinator, Spanish-Surnamed, Coordinator, Chairlady, Buffalo, District EEO Committee.	Do.
c. In Maine, at the University of Maine Branches in Portland, Orono, Presque Isle, Machias, Augusta, Bangor, Farmington and Fort Kent; and the Maine State Employment Division.	District Director, Personnel Officer, Placement Officer, EEOO, EEO Counselor, Boston, Port Directors.	Do.
d. In Ogdensburg, State University of New York at Plattsburgh; State University at Potsdam; Clarkson University; St. Lawrence University; Agricultural and Technical College, Canton; and Chief Joseph, Mohawk Indian Tribal Council.	District Director, Personnel Officer, EEOO, EEO Counselor, Buffalo, Placement Officer, Port Directors.	Do.
e. In Connecticut, Fairfield University, Quinnipiac College, and New Haven College.	District Director, Personnel Officer, Placement Officer, EEOO, EEO Counselor, Boston, Port Directors.	Do.
f. In Rhode Island, Providence College, Brown University, and Rhode Island College of Education.	District Director, Personnel Officer, Placement Officer, EEOO, EEO Counselor, Boston.	Do.
g. In Vermont, St. Michael's College, Trinity College, University of Vermont, Champlain College, Johnson State College, and Vermont Employment Security Office.	District Director, Personnel Officer, Placement Officer, EEOO, EEO Counselor, Buffalo, Port Directors.	Do.
3. Participate in Job Fairs and Career Days, and other activities which will help to inform minority groups and female candidates of employment opportunities. Participation has taken place at the following locations: Boston University, Boston, Mass. Williams College, Williamstown, Mass. University of Massachusetts (Amherst). Careers Exposition, Hynes Auditorium, Boston.	District Director, Boston, Personnel Officer, Placement Officer, EEOO, EEO Counselor.	Dec. 1, 1972.
4. Continue efforts to recruit Spanish-surnamed persons. To date, we have contacted a Catholic priest, who works very closely with a group of Spanish-surnamed people who presently reside in the Cambridge area. He has been contacted regarding possible employment for members of his group. We have provided information to him as to the type of positions in the Customs Service and the qualifications required for such positions. We have furnished information on how to qualify for Civil Service positions including test requirements. In one case, we provided a referral of his with occupational counseling. Have made several requests to the State of New York's Work Incentive Program Administrators for Spanish-surnamed individuals. Our additional efforts in this area will continue along the same line. We intend to contact the Cardinal Cushing Center for Spanish-Speaking People in the Boston area, and any other groups which come to our attention in our endeavors to recruit Spanish-surnamed people, such as Puerto Rican Cultural Society, Westside Center (Puerto Rican), Eastside Center (Black), and the Buffalo Research and Planning Council.	District Director, Boston, Personnel Officer, EEOO, EEO Counselor, Placement Officer, Spanish-Surnamed Coordinator.	Apr. 2, 1973.
5. Identify seasonal needs in terms of the number of Customs Inspectors, Ministerial Aids, and Clerk-typists required to supplement regular work force. Goal is to hire 3 minorities and 7 females.	Assistant Regional Commissioners, District Directors.	Apr. 30, 1973.
6. Make a special effort to inform Spanish-surnamed and other minority group veterans of the availability of noncompetitive appointments for Vietnam era veterans, including GS-5 level.	Principal Field Officers, Personnel Officer, District Directors, EEOO, EEO Counselors.	Feb. 28, 1973.

Footnotes at end of table.

EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN—Continued

OBJECTIVE II: TO INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES—Continued

Action	Responsible official(s)	Target date
7. Establish Co-op Work Study arrangements for placement of minority and female students. Goal will include 2 minority and 1 female students.	District Director, Boston, District Director, Buffalo.	Apr. 2, 1973.
8. Increase Customs participation in special employment and enrollee programs intended to improve opportunities for the economically, educationally, and physically disadvantaged. Goal is to exceed the 3 females hired under the back-to-school program in fiscal year 1972 for a total of 8 in fiscal year 1973, including 5 females, which is a 66% percent increase and 5 minorities, which is a 66% percent increase.	Assistant Regional Commissioners, District Directors.	Do.
9. Establish work-study arrangements under Labor Department funding for 5 students in fiscal year 1973. Special emphasis will be placed on minority and female participation. Goal will include 2 females and 3 minorities.	District Director, Portland, District Director, Buffalo.	Apr. 15, 1973.
10. Continue efforts aimed at the recruitment and hiring of American Indians. Goal is to hire 1 American Indian.	District Director, Portland, District Director, Ogdensburg.	June 15, 1973.
11. Indicate individually the minority and female participation within the total number of FSEE positions authorized for fiscal year 1973. Goal is 6 FSEE's to include 4 females and 2 minorities.	Assistant Regional Commissioners, District Directors.	Do.
12. Identify entry level support type positions such as Laborer and File Clerk for purposes of recruiting minorities and females. Goal is 2 minorities and 2 females.	do	May 15, 1973.
OBJECTIVE III: TO ASSURE THE FULLEST POSSIBLE UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES. TO INSURE THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE WITH THEIR ABILITIES (UPWARD MOBILITY) [2]		
1. Develop new training courses and educational programs to upgrade skills of lower-graded employees as required. Goal is to have 20 employees participate.	Personnel Officer, Training Officer, EEOO	June 15, 1973.
2. Examine occupational structures to identify dead-end jobs, job mobility bottlenecks and positions where minority groups and women are over-represented and underutilized.	Personnel Officer, Classification Officer, Placement Officer, Training Officer, EEOO.	Do.
3. Redesign where possible dead-end jobs, mobility bottlenecks and positions to provide channels for mobility into higher positions and build in potential for expansion of rewards within the job itself.	do	Do.
4. Redesign technical, nonprofessional, and professional jobs to provide career enhancement opportunities.	do	Do.
5. Establish a "skill bank" for identifying minority employees against available job opportunities.	Personnel Officer, Training Officer, Placement Officer, EEOO.	May 1, 1973.
OBJECTIVE IV: TO UTILIZE THE INCENTIVE AWARDS AND PERFORMANCE EVALUATION PROGRAMS TO SUPPORT THE EQUAL EMPLOYMENT OPPORTUNITY CONCEPT		
1. Supervisors and managers will be evaluated on performance in the EEO area in conjunction with the guidelines contained in Bureau of Customs Circular PER-16-EEO dated Oct. 25, 1972.	Principal Field Officers, Personnel Officer	During performance rating period and continuing.
2. Recognition will be given to supervisors and managers who contribute notably to the success of the EEO Program. Chapter 430, Customs Personnel Manual.	Principal Field Officers, District Directors, EEOO.	Performance rating period and continuing.
3. Counsel supervisors who are ineffective in promoting the EEO program.	Principal Field Officers, Personnel Officer, District Directors, EEOO.	During performa ce rating period and continuing.
4. The EEO program and complaint procedures will be part of the Supervisor Training Course.	Personnel Officer, Training Officer, EEOO.	Continuing.
5. Supervisors will be required to participate in periodic meetings and seminars to insure that all supervisory and management personnel are continuously mindful of the sensitivity to the EEO program.	Principal Field Officers, Personnel Officers, District Directors, EEOO.	Do.
6. Orientation of new employees will include information on the EEO Action program and EEO complaint procedures along with procedures for advancement.	Personnel Officer, District Director, Training Officer, Placement Officer.	Do.

Footnotes at end of table.

EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN—Continued

OBJECTIVE V: TO BE SURE THAT TOP MANAGEMENT IS INVOLVED IN COMMUNITY PROGRAMS WHICH HAVE A POSITIVE EFFECT ON EMPLOYABILITY

Action	Responsible official(s) [1]	Target date
1. Cooperate with other Treasury Bureaus through Federal Executive Boards and Associations in spearheading community action projects which have a positive effect on employability. In the absence of Federal Executive Boards or Associations Regional officials will assume leadership in spearheading such Community Action Programs.	Principal field officers, district directors, port directors.	As appropriate.
2. Participate in Federal Executive Board luncheon discussions and workshops on various aspects of EEO program.	District directors, personnel officer, EEOO, EEO counselor.	September 1972 and continuing monthly.

OBJECTIVE VI: TO PROVIDE FOR THE ESTABLISHMENT AND MAINTENANCE OF AN INTEGRAL PROGRAM EVALUATION SYSTEM

1. Evaluate program annually	Personnel officer, EEOO	April 1972.
2. Maintain and analyze statistical data on employment of minority group and female employees.	EEOO	Quarterly.

OBJECTIVE VII: TO INSURE PROMPT, FAIR, AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION AND PROVIDE EEO COUNSELING

1. Implement EEO program and handle complaints of discrimination.	EEOO, EEO counselors	November 1972.
2. If the facts disclose that there has been discrimination disciplinary and corrective action will be taken.	Principal field officers, EEOO	Do.
3. Publicize names and necessary information regarding Departmental, Bureau, and Regional EEO Officer and Counselors.	EEOO	December 1972.
4. Counselors will be designated to provide service to all districts and will be trained as needed. Replacements will be designated as required. Publicize the complaint processing system to all employees.	EEOO, personnel officer, training officer	September 1972 and continuing.
5. Review adequacy and competence of all personnel having complaint processing responsibility.	EEOO	November 1972 and continuing.
6. Conduct appropriate follow-up to insure correction of conditions which led to the filing of EEO complaint.	Principal field officers, EEOO	Do.
7. Post EEO bulletin boards throughout Region and update as necessary.	EEOO, district directors	Do.
8. Create an atmosphere of awareness and continually emphasize the program by disseminating appropriate program information to all employees. Publicize program in Regional house organ.	EEOO	Do.

APPENDIX FOR SPECIAL PROGRAMS

1. Establish Summer-Aid positions for the economically disadvantaged. Goal is to hire 12 minorities and 12 females.	Assistant regional commissioners, district directors.	June 1, 1973.
2. Identify areas for the placement of enrollees of the Neighborhood Youth Corps. Goal is to establish 4 such positions to include 3 minorities and 1 female.	District director, Boston, district director, Buffalo.	May 1, 1973.

[1] When the term Principal Field Officer is used in this plan, it refers to the Regional Commissioner; Special Agent-In-Charge; Regional Director, Security and Audit; and the Regional Counsel.

[2] N.B. Moneys for training and education programs have been drastically reduced in this agency until July 1, 1973. The Affirmative Action Plan for fiscal year 1974 will include a provision for the establishment of training and education programs designed to provide a maximum opportunity for our employees to advance so as to perform at their highest potential.

ALLOCATION OF PERSONNEL AND RESOURCES FOR EEO

	Full time	Part time
A. EEO PROGRAM PERSONNEL		
1. Field: Total number of field employees:		
Equal employment opportunity officer(s)	0	1
Federal women's program coordinator(s)	0	1
16-point program coordinator(s)	0	1
Other EEO office staff officials	0	1
EEO counselors	0	2
EEO coordinator	0	1
Discrimination complaint investigators	0	0
Others	0	0
	Man-years (percent)	Amount
B. PERSONNEL AND FISCAL RESOURCES		
2. Field:		
EEO counseling	5.0	$1,100
Complaint processing	8.5	2,100
EEO program administration	1.0	21,000
EEO subject matter training	25.0	7,400

Note: Dollar figures include salaries and benefits and other administrative expenses.

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

Director of Equal Employment Opportunity
EEO Officers
Federal Women's Program Coordinator(s)
Sixteen-Point Program Coordinator(s)
Other EEO Staff Officials

have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties". Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

Equal Opportunity Employment Officer: Bernard A. O'Sullivan
Date: November 17, 1972
Agency or installation: U.S. Customs Service, Region I Boston
Address: Room 2411B, John F. Kennedy Federal Bldg., Boston, Massachusetts 02203

EQUAL EMPLOYMENT OPPORTUNITY

AFFIRMATIVE ACTION PLAN

U.S. BUREAU OF CUSTOMS,
REGION II,
New York, N.Y.

Effective date: November 7, 1972 through March 1973

FRED R. BOYETT,
Regional Commissioner of Customs.
CAMERON C. HAYNES,
EEO Officer, Region II.

TREASURY DEPARTMENT,
BUREAU OF CUSTOMS,
New York, N.Y., September 19, 1972.

Mr. CAMERON C. HAYNES,
Equal Employment Opportunity Officer,
Region II, New York, N.Y.

DEAR MR. HAYNES: I have read with interest the Equal Employment Opportunity Act of 1972, and want to affirm my endorsement for implementing it for all employees in U.S. Customs, Region II.

I like to think of "Equal Employment Opportunity" as a right, rather than a program, and although we often refer to our Equal Opportunity Program as being successful, what we really mean is that our supervisors and selecting officers have the proper perspectives.

It is my intention to see that all of the Equal Employment policy guides and goals presented to us by the Civil Service Commission, The Treasury Department, and The Bureau of Customs are a working part of Customs operations here in Region II.

The opportunity for all persons to seek and to achieve their highest potential and productivity in employment situations, regardless of their race, color, religion, national origin, sex or age continue to be the goal of all of us.

Sincerely yours,

FRED R. BOYETT,
Regional Commissioner of Customs.

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OBJECTIVE I: ADMINISTER THE OBJECTIVES AND RESOURCES OF THE REGION IN A POSITIVE AND EFFECTIVE MANNER

Action	Responsible official(s)	Target date
1. Revise and update the Regional Equal Employment Opportunity Action Plan annually.	EEO officer, personnel officer	Mar. 2, 1973.
2. Establish numerical goals and timetables to achieve equitable representation of minority groups and female employees. Check the progress of these goals and timetables.	do	November 1972.
3. Secure guest speakers to discuss the problems of minority people with supervisors. Give a seminar for supervisors on our EEO Action Plan and Regional EEO efforts designed to gain active supervisors support of the program.	Regional Commissioner, EEO officer, chief, Employee Development Section.	March 1973.
4. Establish an EEO Advisory Council to include representatives from minority groups and females. This committee should meet periodically to discuss program matters and exchange views and ideas.	EEO officer, personnel officer	October 1972.
5. Submit to EEO, Bureau, Headquarters precomplaint counseling reports as designated in appendix C, FPM, chapter 713.	EEO officer	Oct. 24, 1972.
6. EEO Counselors to submit narrative reports on cases handled and a synopsis of any problems in the EEO counseling program on a quarterly basis.	do	Do.

OBJECTIVE II: INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

Action	Responsible official(s)	Target date
1. Contact major minority group organizations, YWCA's, large women's colleges and other colleges and universities in the New York metropolitan area, who have large minority enrollments to advise them of our continuing search for college level minorities and our availability to counsel individuals on opportunities in Federal Government employment.	Chief, staffing section, EEO officer	December 1972.
2. In establishing the fiscal year 1973 college recruiting campaign, concentrate on those colleges and universities with heavy minority and female enrollments and inform all such colleges of our wish to meet with minority group organizations on campus.	Chief, staffing section	November 1972.
3. Establish recruitment schedules and assure the assignment of women and appropriate members of minority groups and recruiters and panel interviewers whenever possible.	Personnel officer	Do.
4. Provide equal employment opportunity orientation for all recruiters and selecting officers.	EEO officer	February 1973.
5. Whenever vacancies occur in the typing and steno work force which are not filled through USCSC Register, if newspaper advertising is used, include advertisements in Spanish language and minority newspapers to locate candidates.	Chief, staffing section	Continuing.
6. Prepare a Spanish language circular to be posted at Veterans Assistance Centers, on availability of jobs in Customs for Vietnam Era veterans.	do	January 1973.
7. Increase efforts to employ at least nine high school and college level minority students under stay-in-school, co-op education or co-op workstudy programs.	do	December 1972.
8. Invite minority teachers to visit the customhouse to become familiar with our programs and staffing needs. Discuss summer inspector positions with these visitors.	EEO officer, personnel officer	February 1973.
9. Periodically evaluate recruitment efforts to determine effectiveness in our program.	Chief, staffing section, EEO officer	March 1973.
10. For the summer inspector program, contact specific minority and female group organizations for possible candidates. Use such minority newspapers as New York Voice, New York Amsterdam News and El Diario-La Prensa, if newspaper advertising is used as a source of recruiting.	Chief, staffing section	February 1973.
11. Emphasize to the State Employment Service, the Veterans Assistance Center, and other sources of clerical level personnel that we are seeking qualified Spanish surnamed candidates and other minorities.	do	November 1972.
12. Engineer 2 clerical positions so that they can be filled as trainee/journeyman by 5 eligibles from worker trainee lists.	do	July 1973.
13. Participate in job fairs, career days, and similar programs.	Personnel officer, EEO officer	As announced.

OBJECTIVE III: ASSURE FULL UTILIZATION OF THE SKILLS OF EMPLOYEES BY INSURING THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE WITH THEIR ABILITIES (UPWARD MOBILITY)

1. Conduct a skills inventory survey for employees through GS-7 to determine the degree of utilization of employees and to prevent under-utilization. Develop questionnaire to be sent to all such employees.	Chief, Employee Development Section, EEO officer.	April 1973.
2. Encourage employees identified as underutilized to apply for positions which will more fully utilize their skills.	Personnel officer, EEO officer, all supervisory personnel.	July 1973.
3. Provide equal opportunities in all training programs for all employees. Include in all orientation, training for new employees a segment which deals with customs equal employment policy and the employment opportunities in customs. Include in supervisory and training programs, a segment which provides EEO orientation.	Chief, Employee Development Section, EEO officer.	March 1973.

OBJECTIVE III: ASSURE FULL UTILIZATION OF THE SKILLS OF EMPLOYEES BY INSURING THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE WITH THEIR ABILITIES (UPWARD MOBILITY)—Continued

Action	Responsible official(s)	Target date
4. Designate a Federal Women's Program Committee and a 16-point Spanish Speaking Program Committee. Through meetings and monthly reports submitted by the coordinators for these committees, develop information on areas where upward mobility is needed.	EEO officer, Chief, Employee Development Section.	October 1972.
5. Develop a training program designed to help stay-in-school program enrollees pass the office aide or typing test, in order to assist in their appointment to a position in customs after graduation.	Chief, Employee Development Section.	April 1973.
6. Allocate funds to send individuals to civil service courses to teach them steno skills. After this program, they should be qualified for a steno position for which they could apply under a merit promotion announcement. Applicants will be selected competitively under merit promotion procedures.	Chief, Staffing Section	Do.

OBJECTIVE IV: ASSURE THAT THE INCENTIVE AWARDS AND PERFORMANCE EVALUATION PROGRAMS SUPPORTS THE EQUAL EMPLOYMENT OPPORTUNITY CONCEPT

1. Development criteria for determining outstanding contributions by supervisors and managers to the EEO program. Create and announce regional EEO supervisor and employee of the year awards.	EEO officer	July 1973.
2. Continue to consider performance in the equal opportunity area in evaluating the effectiveness of supervisors and managers.	Rating and reviewing officials, EEO officer.	As appropriate.
3. Counseling will be provided for those supervisors and managers who are ineffective in promoting the equal employment opportunity program.	Regional Commissioner, EEO officer	February 1972.
4. Analyze performance awards experience over past three years to determine if patterns exist which exclude minority group and female employees.	Chief, Employee Relations Branch, EEO officer.	March 1973.

OBJECTIVE V: INVOLVE TOP MANAGEMENT IN COMMUNITY PROGRAMS WHICH HAVE A POSITIVE EFFECT ON PORTRAYING CUSTOMS AS AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER

1. Contact New York and New Jersey Federal executive boards to advise them of our interest in spearheading Community Action projects which have a positive effect on employability.	Personnel officer, EEO officer, area directors.	Continuing.
2. To insure the public's awareness of the Bureau of Customs, its mission, and the vast number of positions encompassed by the Bureau for people from all ethnic groups, contacts will be made with all local radio stations within the New York, New Jersey metropolitan area seeking free broadcast time.	EEO officer	Completed, continuing.
3. Contact agencies and other fair housing organizations and establish relations with them to ascertain where employees may receive information and assistance. Insure that any listing posted on region II's bulletin boards are offered on an open housing occupancy basis.	do	Continuing.

OBJECTIVE VI: PROVIDE FOR THE ESTABLISHMENT AND MAINTENANCE OF AN INTERNAL PROGRAM EVALUATION SYSTEM

1. Evaluate the EEO program annually and prepare summaries of program information annually.	EEO officer	Dec. 1, 1972.
2. Conduct periodic reviews of promotions, details, and reassignment actions and take corrective action where necessary.	Personnel officer, EEO officer	March 1973.
3. Review screening, ranking, and evaluation procedures to insure maximum validity for objective and equitable selection. Prepare guidelines for screening panels.	do	Do.
4. Analyze statistical and program data to determine program needs, conditions requiring corrective action, employment patterns and trends, recruiting needs, promotional opportunities, etc.	do	Do.
5. Maintain statistical data on the employment of minority groups and female employees in region II.	Chief Staffing Section, EEO officer	Nov. 15, 1972.

OBJECTIVE VII: INSURE PROMPT, FAIR AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION; AND PROVIDE EQUAL EMPLOYMENT OPPORTUNITY COUNSELING

Action	Responsible Official(s)	Target date
1. Publicize complaint procedures and responsibilities of the EEO officer and counselors.	EEO officer	December 1972.
2. Determine if adequate resources exist to expedite reviews on complaints which have been investigated. Make appropriate recommendations to the Bureau.	do	Do.
3. Initiate appropriate disciplinary and/or other corrective action in cases where the facts prove there has been discriminatory practices.	Regional commissioner, EEO officer	Do.
4. Disseminate general program information on accomplishments and activities in EEO, our action plan, etc., to operating officials on a continuing basis to create an atmosphere of awareness at all levels.	EEO officer	Do.
5. Publicize the names of the EEO officer and counselors.	do	October 1972.
6. Replace and train EEO counselors as needed	EEO officer, chief, Employee Development Section.	Nov. 15, 1972.

APPENDIX A: FISCAL 1973 DOLLAR OUTLAY FOR REGION II'S EEO PROGRAM—ALLOCATION OF PERSONNEL AND RESOURCES FOR EEO PROGRAM

Name and grade	Man-hours	Amount
Cameron C. Haynes, EEO officer (GS-13)	2,080	$18,737.00
Eileen M. Rooney, secretary (typing) (GS-4)	2,080	7,634.00
Miss Amelia Eaton, Federal women's program coordinator (GS-14)	96	1,056.00
Mrs. Virginia Robinson, Federal women's program assistant coordinator (GS-7)	48	264.00
Miss Betty Diaz, 16-point Spanish-speaking program coordinator (GS-7)	96	528.00
Mr. Florencio Cruz, 16-point Spanish-speaking program coordinator (GS-5)	96	384.00
Mr. Avran Shapiro, EEO counselor, U.S. Customhouse (GS-13)	384	3,000.00
Mr. Barry Gillis, EEO counselor, Newark (GS-12)	96	776.00
Mrs. Adele Cayson, EEO counselor, Kennedy Airport (GS-12)	288	2,104.00
Mr. James Harris, EEO counselor, 201 Varick St. (GS-13)	288	2,592.00
Mr. Fred Martino, EEO Advisory Council (GS-7)	96	528.00
Mrs. Susan Ryder, EEO Advisory Council (GS-5)	96	384.00
Mr. Sid Reyes, EEO Advisory Council (GS-11)	96	772.00
Mrs. Evelyn Ginsberg, EEO Advisory Council (GS-5)	96	384.00
Total	5,936	39,143.00

Training costs (intend to participate in any future courses that will be made available at the regional CSC): From July 1972 through November 1972; personnel management for EEO counselors—participant, Cameron Haynes; EEO counseling course—participant, Mr. James Harris (EEO counselor); EEO counseling Institute—participants, all EEO counselors; and seminar for career women—Miss Amelia Eaton (FWP) Coordinator, participant	$700.00
Travel expenses	None
Monthly cost (this includes: stationery, tape recording cassettes, newspaper subscriptions, etc.)	12.50
Telephone charges: Monthly cost (this includes cost for 2 telephones, 2 lights, 2 pickups)	30.90
Total monthly cost	43.40
Projected figures for fiscal year 1973 (total)	520.80
Complete total of fiscal 1973 dollar outlay	40,363.80

APPENDIX B: REPORT OF QUALIFICATIONS OF PRINCIPAL EEO OFFICIALS—REGION II

I certify that the qualifications of all staff officials concerned with administration of the EEO Program including the following: EEO Officer, Region II, and EEO Counselors, Region II, have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties". Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

Signature of Equal Employment Opportunity Officer, Region II:

CAMERON C. HAYNES.

APPENDIX C: PUBLIC LAW 92-261, 92nd CONGRESS, H.R. 1746, MARCH 24, 1972

AN ACT To further promote equal employment opportunities for American workers

"NONDISCRIMINATION IN FEDERAL GOVERNMENT EMPLOYMENT

"SEC. 717. (a) All personnel actions affecting employees or applicants for employment (except with regard to aliens employed outside the limits of the United States) in military departments as defined in section 102 of title 5, United States Code, in executive agencies (other than the General Accounting Office) as defined in section 105 of title 5, United States Code (including employees and applicants for employment who are paid from nonappropriated funds), in the United States Postal Service and the Postal Rate Commission, in those units of the Government of the District of Columbia having positions in the competitive service, and in those units of the legislative and judicial branches of the Federal Government having positions in the competitive service, and in the Library of Congress shall be made free from any discrimination based on race, color, religion, sex, or national origin.

"(b) Except as otherwise provided in this subsection, the Civil Service Commission shall have authority to enforce the provisions of subsection (a) through appropriate remedies, including reinstatement or hiring of employees with or without back pay, as will effectuate the policies of this section, and shall issue such rules, regulations, orders and instructions as it deems necessary and appropriate to carry out its responsibilities under this section. The Civil Service Commission shall—

"(1) be responsible for the annual review and approval of a national and regional equal employment opportunity plan which each department and agency and each appropriate unit referred to in subsection (a) of this section shall submit in order to maintain an affirmative program of equal employment opportunity for all such employees and applicants for employments;

"(2) be responsible for the review and evaluation of the operation of all agency equal employment opportunity programs, periodically obtaining and publishing (on at least a semiannual basis) progress reports from each such department, agency, or unit; and

"(3) consult with and solicit the recommendations of interested individuals, groups, and organizations relating to equal employment opportunity.

The head of each such department, agency, or unit shall comply with such rules, regulations, orders, and instructions which shall include a provision that an employee or applicant for employment shall be notified of any final action taken on any complaint of discrimination filed by him thereunder. The plan submitted by each department, agency, and unit shall include, but not be limited to—

"(1) provision for the establishment of training and education programs designed to provide a maximum opportunity for employees to advance so as to perform at their highest potential; and

"(2) a description of the qualifications in terms of training and experience relating to equal employment opportunity for the principal and operating officials of each such department, agency, or unit responsible for carrying out the equal employment opportunity program and of the allocation of personnel and resources proposed by such department, agency, or unit to carry out its equal employment opportunity program.

With respect to employment in the Library of Congress, authorities granted in this subsection to the Civil Service Commission shall be exercised by the Librarian of Congress.

"(c) Within thirty days of receipt of notice of final action taken by a department, agency, or unit referred to in subsection 717(a), or by the Civil Service Commission upon an appeal from a decision or order of such department, agency, or unit on a complaint of discrimination based on race, color, religion, sex or national origin, brought pursuant to subsection (a) of this section, Executive Order 11478 or any succeeding Executive orders, or after one hundred and eighty days from the filing of the initial charge with the department, agency, or unit or with the Civil Service Commission on appeal from a decision or order of such department, agency, or unit until such time as final action may be taken by a department, agency, or unit, an employee or applicant for employment, if aggrieved by the final disposition of his complaint, or by the failure to take final action on his complaint, may file a civil action as provided in section 706, in which civil action the head of the department, agency, or unit, as appropriate, shall be the defendant.

"(d) The provisions of section 706 (f) through (k), as applicable, shall govern civil actions brought hereunder.

"(e) Nothing contained in this Act shall relieve any Government agency or official of its or his primary responsibility to assure nondiscrimination in employment as required by the Constitution and statutes or of its or his responsibilities under Executive Order 11478 relating to equal employment opportunity in the Federal Government."

UNITED STATES GOVERNMENT

MEMORANDUM

November 14, 1972.

To: Mr. Cameron Haynes, Equal Opportunity Officer.
From: William G. Peacock, Chief, Staffing Branch.
Subject: Minority Group Statistics.

We have completed the Combined Minority Group Statistics Report, reflecting total General Schedule and Wage Grade employees in Region II; Agency Service; Regional Counsel; Assistant Chief Counsel; Customs Court Litigation; and Security and Audit. The reports are attached for your use.

An analysis of the data reveals that females currently comprise 12% of our total staffing; Negroes comprise 12.5% and Spanish surnamed 2.8%.

Percentages for these groups in grades GS–5 through GS–15 are shown on the attached interpretative report.

A more comprehensive analysis of the data on a Civil Service Series basis is necessary, and will be conducted shortly as part of the Regional EEO Action Plan.

Attachments.
GS–15—0 Female; 0.5% Negro; 0.8% Spanish
GS–14—0.2% Female; 0.2 Negro; 0.2% Spanish
GS–13—2% Female; 5.4% Negro; 0.8% Spanish
GS–12—2.8% Female; 9.4% Negro; 0 Spanish
GS–11—3.5% Female; 9.4% Negro; 0 Spanish
GS–9—7% Female; 7% Negro; 1½% Spanish;
GS–7—10.3% Female; 5.7% Negro; 2.0% Spanish
GS–5—24% Female; 9.5% Negro; 2.8% Spanish
Total all grades—12% Female; 12.5% Negro; 2.5% Spanish

UNITED STATES GOVERNMENT

MEMORANDUM

To: Mr. Cameron Haynes, Equal Opportunity Officer.
From: William G. Peacock, Chief, Staffing Branch.
Subject: Minority Group Statistics.

A recent conversation with the IRS Data Center reveals that it is possible for that organization to furnish the grade summary statistical report now requested by the Bureau. That is, a total number of employees in each grade broken into male-female groupings preestablished by the Bureau.

We suggest that this matter be discussed with the EEO Officer at the Bureau, so that we can avoid the burden of manually developing the figures from the present IRS Statistical Printout.

DEPARTMENT OF THE TREASURY, BUREAU OF CUSTOMS, EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN—MAY 1, 1972, TO APRIL 30, 1973

Paul Lawrence, Regional Commissioner.
John J. Riley, Special Agent in Charge.
David H. Marshall, Acting Regional Director, Sec. & Audit.
Richard S. Hoffman, Regional Counsel.
Henry C. Pfeifer, Jr., Equal Employment Opportunity Officer.

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II. Design recruitment activities to reach and attract job candidates from all sources
III. Fullest possible utilization of the present skills of employees and equal opportunities available to all employees to enhance their skills, perform at their highest potential and advance with their abilities. (Upward Mobility)
IV. Utilize the Incentive Awards and Performance Evaluation Programs to support the Equal Employment Opportunity concept.
V. Top Management participation in community programs which have a positive effect on employability
VI. Establishment and maintenance of an Internal Program Evaluation System
VII. Prompt, fair and impartial processing of complaints of discrimination and Equal Employment Opportunity Counseling
VIII. Program Communication
Attachment 1—Goals and Timetables
Attachment 2—Allocation of Personnel and Resources for EEO
Attachment 3—Minority Group Statistics
Attachment 4—Report of Qualifications of Principal EEO Officials
Attachment 5—EEO Program Officials

OBJECTIVE I.—ADMINISTER THE PROGRAM AND RESOURCES OF THE REGION IN A POSITIVE AND EFFECTIVE MANNER

Action	Responsible official(s)	Target date
1. Revise and update the EEO action plan annually	EEO officer; director, personnel management.	Mar. 1, 1973.
2. Establish numerical goals and timetables to achieve minority group and female hiring; check the progress of these goals and timetables (see attachment 1).	EEO officer; director, personnel management; regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counselor.	Dec. 1, 1972, and continuing.
3. Submit quarterly narrative reports on cases handled and a synopsis of the problems of the EEO counseling program.	EEO counselors	Dec. 1, 1972, Mar. 1, 1973, June 1, 1973, Sept. 1, 1973.
4. Submit the complaint counseling report	EEO officer	Do.
5. Policy statements supporting the program will be issued annually.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel.	Jan. 1, 1973.
6. Establish an EEO advisory committee in each district and the region. Each committee shall include minority group employees, women, union members, etc. The Baltimore District Advisory Committee shall represent the district and regional headquarters and shall include in its membership, the Federal women's program coordinator, the 16 point coordinator, and representative personnel from the region. Each committee will meet monthly to discuss program matters and exchange views and ideas.	District directors; director, personnel management; EEO officer.	Feb. 1, 1973, and continuing.
7. Conduct EEO seminars and meetings to create awareness of current EEO responsibilities, problems of specific minority groups which affect employability and regional special programs for minority groups and women.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; employee development specialist; EEO officer.	May 1, 1973.
8. Allocate personnel and resources for EEO (see attachment 2).	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; director, personnel management; director, financial management; EEO officer.	Dec. 1, 1972.

OBJECTIVE II: DESIGN RECRUITMENT ACTIVITIES TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

1. Establish and maintain new contacts with local community groups and colleges which can assist in the recruitment of minority group and female employees. The Director, personnel management division, will maintain a list of such contacts. Participate on a continuous basis in job fairs, career days, and other activities which will help to inform minority group and female candidates of employment opportunities.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; director, personnel management; EEO officer district directors; port directors.	Feb. 1, 1973, and continuing.
2. Survey the needs for special supportive employment, part-time employment, adjustment in work schedules, etc.	EEO officer; director, personnel management.	Do.

Action	Responsible official(s)	Target date
3. Hire for summer employment, minority group high school and college students from schools that serve minority groups to give them insight into the programs and operations of the Bureau of Customs.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; director, personnel management.	Apr. 1, 1973.
4. Intensify drive to recruit Spanish-surnamed personnel particularly for public contact jobs in metropolitan areas having heavy concentration of Spanish-surnamed people.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; director, personnel management; EEO officer; port directors.	Oct. 1, 1972, and continuing.
5. Operate special employment programs which will provide participation and developmental work-training opportunities for the economically or educationally disadvantaged.	Director, personnel management; EEO officer.	Nov. 1, 1972, and continuing.
6. Inform Spanish-surnamed and other minority group veterans of the availability of noncompetitive appointments for Vietnam era veterans.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; director, personnel management; district directors.	Do.
OBJECTIVE III: FULLEST POSSIBLE UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES AND EQUAL OPPORTUNITIES AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE WITH THEIR ABILITIES (UPWARD MOBILITY)		
1. Provide equal opportunities in training programs for all employees. This includes outside training, within-service training, and on-the-job training.	Employee development specialist; all management and supervisory personnel.	Jan. 1, 1973.
2. Include in all orientation training for new employees a segment which deals with Customs equal employment policy and the employment opportunities in Customs.	do	Do.
3. Conduct utilization surveys to determine the degree of utilization of employees and to prevent underutilization.	Director, personnel management; employee development specialist; EEO officer.	Feb. 1, 1973.
4. Review and analyze occupation areas periodically to identify low grade, dead end positions and redesign specific jobs and career guidelines to provide greater career opportunities, lateral movement into related fields, and flexibility in entrance requirements.	Director, personnel management; EEO officer; district directors.	Feb. 1, 1973, and continuing.
5. Encourage employee self-development by providing counseling and assistance when needed.	Director, personnel management; employee development specialist; EEO officer; district directors.	Do.
6. Identify, train, and develop for Upward Mobility interested and qualified employees in lower grades by: (a) Establishing and maintaining an Upward Mobility program. (b) Upgrading clerical, technical, and professional skills. (c) Providing special training, coaching, and work experience when needed. (d) Arranging for basic or special education when needed. (e) Engaging in projects to improve the skills and employability of the disadvantaged.	Director, personnel management; employee development specialist.	Mar. 1, 1973, and continuing.
Assist those employees identified as underutilized to use their skills by encouraging them to apply for positions of greater responsibility. Disseminate information concerning promotional opportunities and selections for promotions to all employees. Provide for employees at all grade levels to receive consideration for details, training, or work assignments that will further utilize past experience and training.	Director, personnel management; employee development specialist; EEO officer; all management and supervisory personnel.	Do.
OBJECTIVE IV: UTILIZE THE INCENTIVE AWARDS AND PERFORMANCE EVALUATION PROGRAMS TO SUPPORT THE EQUAL EMPLOYMENT OPPORTUNITY CONCEPT		
1. Give recognition to supervisors and managers who contribute notably to the success of Customs EEO program. Bureau Circular PER—4-PER, dated Apr. 6, 1970.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel.	Mar. 1, 1973, and as appropriate.
2. Consider performance in the equal opportunity area in evaluating the effectiveness of supervisors and managers.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; district directors; EEO officer; director, personnel management.	Nov. 1, 1971, and as appropriate.

OBJECTIVE V: TOP MANAGEMENT PARTICIPATION IN COMMUNITY PROGRAMS WHICH HAVE A POSITIVE EFFECT ON EMPLOYABILITY

Action	Responsible official(s)	Target date
1. Become familiar with the activities of fair housing organizations and establish relations with them whereby employees may receive information and assistance. Insure that any listings of housing posted on office bulletin boards are offered on an open occupancy basis.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; district directors; port directors; EEO officer.	Feb. 1, 1973, and continuing.
2. Assist minority group employees in finding suitable housing and transportation if difficulty in obtaining such serves as a barrier to employment of minority groups in a particular area. Inform prospective employees of available assistance.	do	Continuing.
3. Cooperate with other Treasury bureaus through Federal executive boards and associations in spearheading community action projects which have a positive effect on employability. In the absence of FEB or FEA, Customs officials should assume leadership in such community action programs.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; district directors; port directors.	Nov. 1, 1973.

OBJECTIVE VI: ESTABLISHMENT AND MAINTENANCE OF AN INTERNAL PROGRAM EVALUATION SYSTEM

1. Review and analyze statistical and program data to determine program needs, conditions requiring corrective action, employment patterns and trends, recruiting needs, promotional opportunities, etc.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; director, personnel management; EEO officer; district directors.	Continuing.
2. Collate and review statistical data on minority group and female employees (see attachment 3).	Director, personnel management; EEO officer.	Dec. 1, 1972, Mar. 1, 1973, June 1, 1973, Sept. 1, 1973.
3. Evaluate the program annually	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; director, personnel management; EEO officer; district directors.	Dec. 30, 1972.

OBJECTIVE VII: PROMPT, FAIR, AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY COUNSELING

1. EEO counselors will be responsible for processing informal complaints of discrimination.	EEO counselors	As appropriate.
2. Take appropriate disciplinary and corrective action in cases where the results of the investigation proves there has been discriminatory practices.	Regional commissioner; special agent-in-charge; regional director, sec. and audit; regional counsel; EEO officer; director, personnel management; district directors.	Do.

OBJECTIVE VIII: PROGRAM COMMUNICATION

1. To create an atmosphere of awareness and to continually emphasize the EEO program, the region will: (a) Establish EEO bulletin boards in appropriate locations, e.g., regional, district, port headquarters, and equivalent locations in the agency and security and audit offices, et al. (b) Post on the EEO bulletin boards: (1) General program information on accomplishments and activities of EEO, its actions plans, etc. (2) The names of Treasury Department, Customs Bureau, and Region III Equal Employment Opportunity officers and counselors; and members of the pertinent EEO advisory committee. (3) The complaint processing system. (c) Publish appropriate EEO program matters in the regional house publication.	Regional commissioner; special agent-in-charge; regional director, secretary and audit; regional counsel; EEO officer; district directors; port directors.	Oct. 1, 1972, and continuing.
2. Provide new employees with information concerning the Customs EEO policy and the complaint processing system during the initial orientation.	Director, personnel management	Jan. 1, 1973, and as appropriate.
3. Disseminate information concerning the Upward Mobility program.	do	Jan. 1, 1973.

ATTACHMENT 1

GOALS AND TIMETABLES FOR MINORITY GROUP HIRING

Type of position	GS grade	Number of positions	Location(s)	Target date
Customs inspector	5-7	3	Baltimore and Philadelphia	Oct. 1, 1973
Customs inspector (WAE)	5	2	Norfolk and Philadelphia	Apr. 1, 1973
Clerical	2-4	5		July 1, 1973

ATTACHMENT 2

Allocation of personnel and resources for EEO

Region III: Authorized number of employees:

Region	745
Agency	294
Security and Audit	9
Regional Counsel	3
Total	1,001

	Full time		Part time	
	Number	Salary	Number	Salary
A2. EEO program personnel:				
EEO officer	0	0	1	$4,800
Federal women's program coordinator	0	0	1	500
16-point program coordinator	0	0	0	0
EEO counselors	0	0	2	500
Others: EEO officer alternate	0	0	1	4,200

	Man-years	Amoun
B2. Resources allocated:		
EEO counseling	0.10	[1] $1,200
Complaint processing	.20	[2] 2,000
EEO program administration	.25	10,200
EEO subject matter training	.50	[4] 5,000

[1] Salaries, travel (training costs for the counselor).
[2] Salaries, travel transcripts, fees for EEO investigators.
[3] Salaries, travel, supplies and equipment.
[4] Salaries, travel, rentals of space, equipment for seminar.

Attachment 3

MINORITY GROUP STATISTICS

AGENCY SERVICE

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-18																
GS-17																
GS-16																
GS-15	1														1	
GS-14	3														3	
GS-13	6														6	
GS-12	26														26	
GS-11	15		2												13	
GS-10																
GS-9	51		4		1										46	
GS-8																
GS-7	55	3	4						1						50	3
GS-6		3														3
GS-5	43	9	9												34	9
GS-4	2	4													2	4
GS-3		3														3
GS-2																
GS-1																
Total	202	22	19		1				1						181	22

REGIONAL COUNSEL

Grade	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-18																
GS-17																
GS-16																
GS-15	1														1	
GS-14																
GS-13																
GS-12																
GS-11	1														1	
GS-10																
GS-9																
GS-8																
GS-7																
GS-6		1														1
GS-5																
GS-4																
GS-3																
GS-2																
GS-1																
Total	2	1													2	1

MINORITY GROUP STATISTICS—Continued

SECURITY AND AUDIT

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-18																
GS-17																
GS-16																
GS-15																
GS-14																
GS-13	1														1	
GS-12	4														4	
GS-11																
GS-10																
GS-9																
GS-8																
GS-7																
GS-6																
GS-5		1														1
GS-4																
GS-3																
GS-2																
GS-1																
Total	5	1													5	1

REGION

GS-18																
GS-17																
GS-16	1														1	
GS-15	7														7	
GS-14	13		1												12	
GS-13	31														31	
GS-12	70	11	1												69	11
GS-11	87	15	4	2											83	13
GS-10	3		1												2	
GS-9	223	20	25	2	1					1					197	17
GS-8	1	3													1	3
GS-7	122	23	16	3	1				1						104	20

GS-6	30	19	12	2				18	17
GS-5	102	53	19	9				83	44
GS-4	20	38	7	6				13	32
GS-3	11	36	5	11				6	25
GS-2	7	2	3					4	2
GS-1	1		1						
Total	729	220	95	35	2	1	1	631	184
WG-18									
WG-17									
WG-16									
WG-15									
WG-14									
WG-13									
WG-12									
WG-11									
WG-10									
WG-9									
WG-8									
WG-7									
WG-6	18		13					5	
WG-5	1		1						
WG-4									
WG-3	3							3	
WG-2									
WG-1	4	1	4	1					
Total	26	1	18	1				8	

Attachment 4

Report of Qualifications of Principal EEO Officials

I certify that the qualifications of the following staff officials concerned with the administration of the EEO Program have been reviewed by competent authority and that the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook 8–118 under "Equal Opportunity Specialist GS–160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

Federal Women's Program Coordinator

Other EEO Staff Officials

Certified by: Henry C. Pfeifer, Jr., Region III EEO Officer, December 1, 1972

EEO Officers

Certified by: Richard Finely, Region III Director, Personnel Mgmt. Division, December 1, 1972

Bureau of Customs, Region III, 40 South Gay Street, Baltimore, Maryland 21202

Attachment 5

EEO PROGRAM OFFICIALS

Title	Name	Official address	Program responsibility
Equal employment opportunity officer.	Henry C. Pfeifer, Jr.	40 South Gay St., Baltimore, Md. 21202.	Region III.
Equal employment opportunity officer (alternate).	William P. Thompson	do	Do.
Federal women's program coordinator.	Amy Herlihy	do	Do.
16-point program coordinator [1]			
EEO counselor	Kenneth Fenner	do	Region III headquarters, Baltimore district; Washington district.
Do	William Lawrence	Philadelphia, Pennsylvania	Philadelphia district.
Do [1]			Norfolk district.

[1] Vacant; Presently administered by EEO counselor, Philadelphia. Qualifications of a candidate being processed.

Department of the Treasury, Bureau of Customs, Miami, Fla.

EQUAL EMPLOYMENT OPPORTUNITY ACTION PLAN, FISCAL YEAR 1973

D. F. Cardoza, Acting Regional Commissioner, Region IV.
John H. Moseley, Special Agent in Charge, District V.
Robert T. DeNeve, Special Agent in Charge, District IV.
Matthew P. Ryan, Regional Director, Security and Audit.

OBJECTIVE: TO ADMINISTER THE OBJECTIVES AND RESOURCES OF THE DEPARTMENT IN A POSITIVE AND EFFECTIVE MANNER

Action	Responsible official(s)	Target date
1. EEO action plans will be reviewed and updated annually.	EEO officer, personnel officer, and EEO advisory committee.	Aug. 15, 1972.
2. Policy statements will be issued annually giving support to the program.	Regional commissioner	Oct. 30, 1972.
3. An EEO seminar for all districts will be conducted in Region IV to create awareness of current EEO responsibilities, problems of specific minority groups which affect employability, and administrative and departmental special programs for minorities and women.	Regional training officer and EEO officer	June 30, 1973.
4. EEO advisory committee will be established among Miami operations offices. It will be made up of employees from various organizational segments and may include personnel office employees, EEO officers, minority group and female, etc. The committee will meet periodically to discuss program matters and exchange views and ideas.	EEO officer and EEO advisory committee	Nov. 30, 1972.
5. Submit to the Bureau Director of EEO all required reports as designated.	Personnel officer and EEO counselors	Continuing.

OBJECTIVE: TO INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

Action	Responsible official(s)	Target date
1. Through FEB or FEC's, maintain contacts with community groups and colleges in district headquarter cities which can assist in the recruitment, placement, and improvement of minority group and female employees.	Regional commissioner, district directors, and supervisory staffing specialist.	May 30, 1973.
2. Conduct recruiting activities and disseminate job information at North Carolina Central University, Atlanta complex of 5 minority schools, Savannah State, and Florida Memorial. Use minority group and female employees as members of recruiting teams, when available.	Supervisory staffing specialist; District director, Savannah; and staffing specialist..	Do.
3. Attempt to recruit Spanish-surnamed persons particularly for public contact jobs in Miami and Tampa.	Supervisory staffing specialist and District directors, Miami and Tampa.	As vacancies are known.
4. Participate in NYC and BTS programs which provide developmental work-training opportunities for the economically or educationally disadvantaged in Miami, Tampa, Savannah, Atlanta, Charleston, and San Juan, P.R.	District directors, Miami, Tampa, Charleston, Savannah, San Juan.	Continuing.
5. Inform Spanish-surnamed and other minority veterans of noncompetitive appointments for Vietnam era veterans including GS-5 level at Homestead Air Force Base and any other installation when invited.	Supervisory staffing specialist	June 30, 1973.

OBJECTIVE: TO ASSURE THE FULLEST POSSIBLE UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES; TO INSURE THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE WITHIN THEIR ABILITIES (UPWARD MOBILITY)

1. Appoint upward mobility committee and coordinator to implement the above objective.	ARC (administration)	Nov. 15, 1972.
2. Conduct utilization survey in order to determine underutilization of employees at grade 7 and below.	Staffing specialist	Nov. 30, 1972.
3. Refer those employees throughout region IV identified as underutilized in using their skills to the upward mobility committee.	do	Do.
4. Conduct periodic reviews of personnel actions in region IV and recommend corrective action if indicated.	EEO advisory committee	Nov. 30, 1972 and May 30, 1973.
5. Review and analyze occupational areas in region IV periodically to identify low-grade, dead end positions.	Upward mobility committee	Nov. 30, 1972.
6. Establish career guidelines to provide greater career opportunities, lateral movement into related fields, and flexibility in entrance requirements in region IV.	do	Do.
7. Identify and develop for upward mobility, interested and qualified employees in lower grades by such activities as— (a) Upgrading of clerical, technical, and professional skills; (b) Providing special training, coaching, and work experience when possible; (c) Arranging for basic or special education when needed; (d) Projects to improve the skills and employability of the disadvantaged and participants in the economic and educational opportunity program; (e) Training supervisors in MUST, in supervision of the disadvantaged youths as well as adults with special problems.	do	As needs identified.
8. Provide employee self-development by providing counseling and assistance for employee self-development throughout region IV.	do	As identified or requested.

OBJECTIVE: TO INSURE THE INCENTIVE AWARDS AND PERFORMANCE EVALUATION PROGRAMS SUPPORT THE EQUAL EMPLOYMENT OPPORTUNITY CONCEPT

1. Review all types of recognition in region IV to assure that awards are based upon merit and that no form of discrimination is present in processing and granting such awards.	Employee relations officer	Semiannually.
2. Consider performance in the equal opportunity area in evaluating the effectiveness of supervisors and managers throughout region IV.	Regional commissioner and district directors.	As appropriate.

OBJECTIVE: TO BE SURE THAT TOP MANAGEMENT IS INVOLVED IN COMMUNITY PROGRAMS WHICH HAVE A POSITIVE EFFECT ON EMPLOYABILITY

Action	Responsible official(s)	Target date
1. Cooperate with other agencies through Federal executive boards and associations in spearheading community action projects throughout region IV which have a positive effect on employability.	Regional commissioner and district directors.	As dictated by board or council.

OBJECTIVE: TO INSURE PROMPT, FAIR, AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION AND PROVIDE EQUAL EMPLOYMENT OPPORTUNITY COUNSELING

1. EEO counselors will be appointed in each district of region IV for the handling of complaints of discrimination and publicizing the EEO program for all customs offices in this district.	Regional commissioner and EEO counselors.	Nov. 30, 1972.
2. EEO bulletin boards will be placed and maintained at each district office in region IV and posted with the following minimum information: EEO poster, name of EEO counselor, EEO Act of 1972, complaint procedure poster.	All district directors in region IV------	Do.

ADDENDUM

SPECIFIC NUMERICAL GOALS

Region IV—

I. Increase minority census of supervisory and management positions throughout Region IV by a minimum of two—6-30-73.

II. Increase the census of black employees in Regional Headquarters by one (1)—6-30-73.

Miami District—

I. Recruit five (5) black intermittent inspectors and two (2) Spanish surnamed intermittent inspectors at the Miami docks—6-30-73.

II. Recruit four (4) black intermittent inspectors and two (2) Spanish surnamed intermittent inspectors at the Miami Airport—6-30-73.

III. Recruit one (1) black intermittent inspector and one (1) Spanish surnamed intermittent inspector at Port Everglades—6-30-73.

IV. Recruit a minority black in either West Palm Beach or Port Everglades when a vacancy occurs—6-30-73.

V. Eliminate the zero census of minority black employees in Grade GS-11 and above in Miami—6-30-73.

Tampa District—

I. Appoint one EEO Counselor in Tampa to serve all Customs employees in boundaries of Tampa District—11-30-72.

II. Recruit a minority black in Tampa when vacancy occurs—6-30-73.

III. Recruit a Spanish surnamed in Tampa when vacancy occurs—6-30-73.

IV. Eliminate the zero census of minority (black or Spanish surnamed) employees in grade GS-11 and above—6-30-73.

Savannah District—

I. Appoint one EEO Counselor in Savannah to serve all Customs employees in state of Georgia—11-30-72.

II. When ceiling permits recruitment, one black employee should be added to the Atlanta work force—6-30-73.

III. Eliminate the zero census of minority employees in grade GS-11 and above—6-30-73.

Wilmington District—

I. Appoint one EEO Counselor in Wilmington to serve all Customs employees in state of North Carolina—11-30-72.

II. When ceiling permits recruitment, one black employee should be added to either Wilmington or Winston-Salem work force—6-30-73.

Charleston District—

I. Appoint one EEO Counselor in Charleston to serve all Customs employees in state of South Carolina—11-30-72.

SAC Atlanta—

I. Increase black census of SAC Atlanta by one (1)—6-30-73.

SAC Miami—

I. Increase black census of Tampa Office of SAC Miami by one (1)—6-30-73.

II. Increase minority census of Miami Office of SAC Miami by one (1)—6-30-73.

Office of Security and Audit, Miami, Florida—

I. Eliminate the zero census of minority employees when vacancy occurs—6-30-73.

Report of Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials concerned with administration of the EEO Program including the following: EEO Officers; Federal Women's Program Coordinator(s); Sixteen-Point Program Coordinator(s); Other EEO Staff Officials; have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties". Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

Signature of Regional Commissioner:_____ Date:_____

Agency or Installation Name:_____

Address:_____

	Full time	Part time
A. EEO PROGRAM PERSONNEL		
2. Field: Total number of field employees:		
Equal Employment Opportunity officer(s)		1
Federal women's program coordinator(s)		1
16-point program coordinator(s)		1
Other EEO office staff officials		
EEO counselors		7
Discrimination complaint investigators		
Others		21

	Man-Years	Amount
B. PERSONNEL AND FISCAL RESOURCES		
2. Field:		
EEO counseling	0.134	$1,780
Complaint processing		
EEO program administration	1.384	25,715
EEO subject matter training	.019	2,270

GRADE LEVEL BREAKDOWN, U.S. CUSTOMS, AS OF JUNE 30, 1972

REGION IV IN TOTAL

	Total number of employees	Black	Spanish	Oriental	Women		Total number of employees	Black	Spanish	Oriental	Women
GS-15	6					GS-7	112	4	29		34
GS-14	13	1	2		1	GS-6	49	11	8		20
GS-13	30	1	6			GS-5	122	9	39		62
GS-12	79	4	21		5	GS-4	61	8	21		29
GS-11	114	9	32		11	GS-3	23	3	12		9
GS-10	9	2	1			GS-2	3	2	1		
GS-9	230	35	64	1	35	GS-1	0				
GS-8	7	2	1		4						

GRADE LEVEL BREAKDOWN, U.S. CUSTOMS, AS OF JUNE 30, 1972—Continued

REGION IV IN TOTAL—Continued

REGIONAL HEADQUARTERS—REGION IV

	Total number of employees	Black	Spanish	Oriental	Women		Total number of employees	Black	Spanish	Oriental	Women
GS-15	4					GS-7	10				9
GS-14	3					GS-6	5				4
GS-13	11					GS-5	23			1	20
GS-12	8					GS-4	9				8
GS-11	10		1		4	GS-3	1				
GS-10	0					GS-2	0				
GS-9	6				5	GS-1	0				
GS-8	1				1						

WILMINGTON DISTRICT

GS-14	1					GS-7	9		1		4
GS-13	2					GS-6	3				1
GS-12	8				1	GS-5	5				1
GS-11	9		1			GS-4	2				1
GS-10	1					GS-3	5				4
GS-9	8			1	1	GS-2	0				
GS-8	0					GS-1	0				

CHARLESTON DISTRICT

GS-14	1					GS-6	4				1
GS-13	2					GS-5	10				6
GS-12	5		1		2	GS-4	1				1
GS-11	11		1		1	GS-3	1		1		
GS-9	13		1	1	1	GS-2	1		1		
GS-7	7				2						

SAVANNAH DISTRICT

GS-14	1				1	GS-7	5				
GS-13	2					GS-6	5		1		2
GS-12	7					GS-5	4				2
GS-11	9				1	GS-4	4				1
GS-10	1					GS-3	0				
GS-9	14		4	1		GS-2	0				
GS-8	1				1	GS-1	0				

TAMPA DISTRICT

GS-15	1					GS-7	7		2		2
GS-14	1					GS-6	4		1		1
GS-13	2					GS-5	5				3
GS-12	10					GS-4	6				3
GS-11	11					GS-3	0				
GS-10	0					GS-2	0				
GS-9	24		1		3	GS-1	0				
GS-8	1										

MIAMI DISTRICT

GS-15	1					GS-7	40			4	12
GS-14	2					GS-6	14	3		1	3
GS-13	3					GS-5	18	3			11
GS-12	13			1	2	GS-4	11	4		1	5
GS-11	21			1	1	GS-3	2	2			
GS-10	5		1			GS-2	0				
GS-9	73	3		7	11	GS-1	0				
GS-8	1				1						

GRADE LEVEL BREAKDOWN, U.S. CUSTOMS, AS OF JUNE 30, 1972—Continued

REGION IV IN TOTAL—Continued

SAN JUAN DISTRICT

	Total number of employees	Black	Spanish	Oriental	Women
GS-15	0				
GS-14	3		2		
GS-13	6		6		
GS-12	24	1	22		
GS-11	36	2	31		3
GS-10	1		1		
GS-9	66	10	53		7
GS-8	2	1	1		1
GS-7	28		24		4
GS-6	9	2	7		4
GS-5	47	1	38		13
GS-4	22	1	20		5
GS-3	13		12		4
GS-2	2	1	1		
GS-1	0				

ST. THOMAS DISTRICT

	Total number of employees	Black	Spanish	Oriental	Women
GG-14	1	1			
GG-13	2	1			
GG-12	4	2	1		
GG-11	7	4			1
GG-10	1	1			
GG-9	26	16	2		7
GG-8	1	1			
GG-7	6	1	1		1
GG-6	5	4			4
GG-5	10	5			6
GG-4	6	3			3
GG-3	1				
GG-2	0				
GG-1	0				

MIAMI—SAC

	Total number of employees	Black	Spanish	Oriental	Women
GS-15	1				
GS-14	3				
GS-13	9				
GS-12	23	1	2		
GS-11	21		2		
GS-10	0				
GS-9	47		3		
GS-8	0				
GS-7	48	1			2
GS-6	7				7
GS-5	62	4	3		6
GS-4	17	2			6
GS-3	0				
GS-2	0				
GS-1	0				

ATLANTA—SAC

	Total number of employees	Black	Spanish	Oriental	Women
GS-14	1				
GS-13	6				
GS-12	5				
GS-11	8				
GS-10	0				
GS-9	19				
GS-8	0				
GS-7	16			1	
GS-6	5				5
GS-5	14	1			1
GS-4	6				4
GS-3	0				
GS-2	0				
GS-1	0				

SECURITY AND AUDIT

	Total number of employees	Black	Spanish	Oriental	Women
GS-15	1				
GS-14	2				
GS-13	2				
GS-12	7				1
GS-11	0				
GS-10	0				
GS-9	0				
GS-8	0				
GS-7	3				1
GS-6	1				1
GS-5	1				
GS-4	0				
GS-3	1				1
GS-2	0				
GS-1	0				

DEPARTMENT OF THE TREASURY, BUREAU OF CUSTOMS, NEW ORLEANS, LA., EQUAL OPPORTUNITY AFFIRMATIVE ACTION PLAN, MARCH 1, 1972–FEBRUARY 28, 1973

This Equal Opportunity Affirmative Action Plan carries the endorsement of the undersigned principal field officers who expect to meet all program goals and objectives through close adherence to the plan as required by the Equal Employment Opportunity Act of 1972.

Customs Agency Service District 6:

Acting Special Agent in Charge.

Regional Counsel, New Orleans, La.:

(Vacancy), *Regional Counsel.*

Customs Region V:

C. W. FISHER,
Acting Regional Commissioner.

Regional Director (Security & Audit), New Orleans, La.:
(Vacancy), *Regional Director (Security and Audit).*

OBJECTIVE I: PROVIDE ORGANIZATION AND RESOURCES TO ADMINISTER AN EFFECTIVE EEO PROGRAM IN A POSITIVE MANNER

Action	Responsible official(s)	Target date
1. Designate a qualified staff to carry out all aspects of the equal opportunity program throughout the region, including a full range of affirmative actions.	Regional commissioner and personnel officer.	Oct. 1, 1972.
2. Allocate fiscal resources (man-years, dollar cost) to effectively administer the overall EO program, within budgetary limitations.	Regional commissioner and personnel officer, budget officer, EOO.	Nov. 1, 1972.
3. Have an EO advisory committee to review development of action plan and make recommendations. Committee to meet monthly, and to include representatives of minority employees and women.	Regional commissioner and personnel officer, EOO.	Dec. 15, 1972.
5. Issue policy statements annually stressing support for the EO program.	Regional commissioner, EOO	January 1973; annually.
5. Revise and update EO action plan annually, to include goals and timetables within framework of program objectives.	EEO personnel officer	November 1972; annually.
6. Assure that all employees in the region are aware of the program and developments by means of personnel handbook, bulletin boards, region house organ, and other appropriate means.	Regional commissioner and personnel officer, EOO.	January 1973; continuing.
7. Submit to the Bureau EO Office all required reports as designated in the Federal Personnel Manual.	EOO personnel officer	As required; continuing.
8. Provide for EO counselors to submit narrative reports on cases handled and a synopsis of problems of the EO counseling program.	EOO counselors	January 1973; quarterly.
9. Special bulletin boards for equal opportunity announcements and material will be placed in appropriate locations throughout the region, with postings updated periodically as needed.	EOO personnel officer	October 1972; continuing.
10. Include equal opportunity coverage in orientation of all new employees.	do	July 1, 1972; continuing.

OBJECTIVE II: INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

1. Establish and maintain contacts with local community groups and schools which can assist in the recruitment and placement of minority group and female candidates for employment. Participate in Career Days, Job Fairs, and other activities which help to inform such candidates of employment opportunities in this Customs region, including professional-level occupations.	PFO's[1] and personnel officer, EOO DO's.	July 1, 1972; continuing.
2. Participate in educational programs designed to prepare minority group and female candidates for Federal employment, such as work-study and manpower programs.	Personnel officer, EOO supervisors.	Do.
3. Make certain that all recruiting efforts reach black, female, Spanish-surnamed and other minority group students/applicants. Periodically monitor recruitment efforts to insure they reach all sources, including particularly minority groups and women.	Personel officer, EOO PFO's	Do.
4. Conduct recruiting activities and disseminate job information and literature at schools with substantial minority group or female enrollment. Use minority group and females as members of recruiting teams.	do	Do.
5. Provide equal opportunity training and orientation for all recruiters.	do	Do.
6. Make a special effort to inform Spanish-surnamed and other minority group veterans of the availability of noncompetitive appointments for Vietnam-era veterans including GS-5 level.	do	Do.

See footnote at end of table

OBJECTIVE III: ASSURE THE FULLEST POSSIBLE UTILIZATION OF EMPLOYEE SKILLS

OBJECTIVE IV: ASSURE THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT HIGHEST POTENTIAL, AND ADVANCE WITH ABILITY (UPWARD MOBILITY)

Action	Responsible official(s)	Target date
1. Conduct surveys in the existing work force to determine degree of utilization of employees and to avoid underutilization. Review occupational fields and grade levels to determine utilization and skills, with particular emphasis directed toward grades GS-7 and below, and minority and female employees.	Personnel officer, EOO operation officers, management analyst.	January 1973; annually.
2. To the extent possible, redesign or restructure jobs and establish entry level and trainee positions to facilitate upward movement.	Personnel officer, EOO management supervisors, RC.	January 1973; continuing.
3. Develop goals and timetables for those occupations, positions, and grade levels where minority group and female employees are underutilized.	Personnel officer, EOO supervisors, RC.	Do.
4. Assist those employees identified as underutilized in using their skills by encouraging them to apply for positions of greater responsibility which would fully utilize their skills. Disseminate information on promotional opportunities and selection for promotion to all employees. Provide for employees to receive consideration for details, training, or work assignments.	do	July 1, 1972, continuing.
5. Analyze lower-grade positions and occupations within the region to identify patterns of entrance and movement upward; establish avenues for movement from lower level to higher level career ladders.	Personnel officer, EOO upward mobility coordinator.	Do.
6. Have a career development plan appropriate for the region, with particular emphasis on lower-grade employees who appear to be underutilized and have advancement potential; periodically review and update as needed.	do	Do.
7. Establish training and education programs, career counseling, and guidance for maximum opportunities for employees to advance, to perform at their highest potential. Equal consideration to be given to all employees.	do	Do.
8. Provide for skills development training programs related to the region's manpower needs, designed to qualify employees for promotion to specific jobs; the training to be available to as many employees as possible who can benefit and wish to participate.	Personnel officer, EOO	Do.
9. Conduct periodic reviews of promotions, reassignments and details to determine if any corrective action may be indicated under upward mobility guidelines.	do	January 1973; semiannually.
10. Insure that upward mobility program objectives are publicized and understood by all employees, supervisors, and region officials.	Personnel officer, EOO managers supervisors.	January 1973; continuing.

OBJECTIVE V: PROVIDE TRAINING, ADVICE, INCENTIVES, AND PERFORMANCE EVALUATION TO ASSURE EO PROGRAM UNDERSTANDING AND SUPPORT BY MANAGEMENT AND SUPERVISORS

1. Include equal opportunity coverage in supervisory and managerial training so as to instruct and advise managers and supervisors in carrying out their responsibilities under the program.	Personnel officer, EOO	January 1973; continuing.
2. Provide for orientation, training, seminars in equal opportunity program administration for region equal opportunity officer, counselors, and key supervisors.	Personnel officer and regional commissioner.	Early 1973 (when scheduled).
3. Submit schedule of EO seminars to Bureau EO Office	Personnel officer, EOO	Do.
4. Consider performance in the EO area in evaluating the effectiveness of supervisors and managers; recognize those who make extraordinary contributions to the program. Encourage use of the incentive awards program to this end. Provide for periodic counseling when deemed necessary.	Regional commissioner, DD's PFO's [1] and personnel officer, EOO.	January 1973; continuing.
5. Encourage minority group employees and women to compete for nomination as Customs Region V "Employee of the Year."	Regional commissioner and personnel officer, EOO supervisors.	February 1973; annually.
6. Assure that female and minority group employees are recognized for performance awards. Publicize such awards throughout region.	do	July 1, 1972; continuing.

See footnote at end of table

OBJECTIVE VI: PARTICIPATE IN COMMUNITY EFFORTS TO IMPROVE CONDITIONS WHICH MAY AFFECT EMPLOYABILITY WITH THE FEDERAL GOVERNMENT

Action	Responsible official(s)	Target date
1. Cooperate with other local Federal agencies (Federal Executive Board and others) in community action projects which have an effect on Government employability.	PFO's and personnel officer, EOO DD's.	July 1, 1972; continuing.
2. Encourage management officials in the region and districts to participate in local community activities, to the extent such activities concern customs services or personnel recruiting needs.	Regional commissioner and PFO's, EEO DD's.	Do.
3. Cooperate with schools, civic, and community groups by furnishing qualified employees as speakers on customs operations and services; invite school groups to observe customs functions at region and district facilities.	EOO personnel officer, DD's	January 1973; continuing.

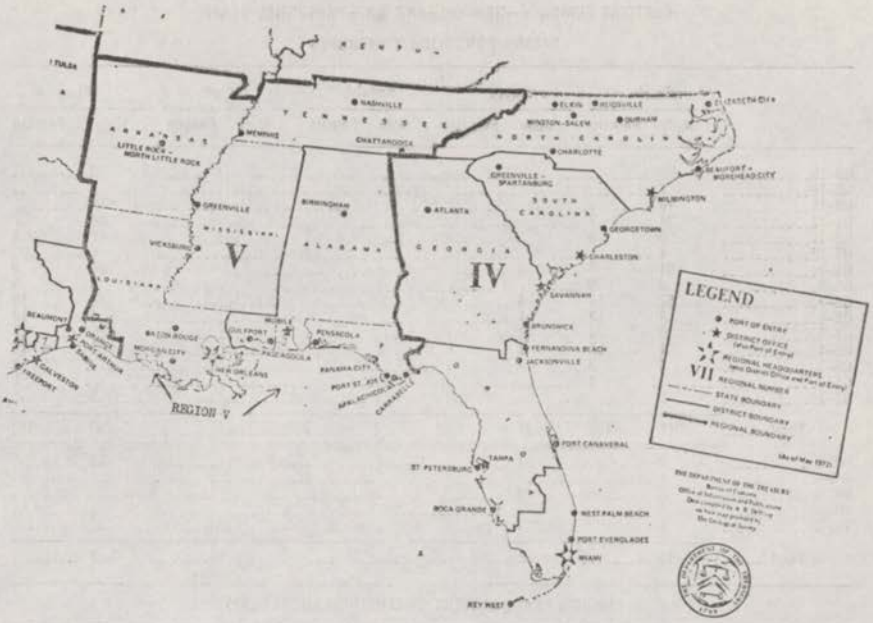
OBJECTIVE VII: PROVIDE FOR INTERNAL PROGRAM EVALUATION AND PERIODIC PROGRESS REPORTS

1. Collect, maintain, and analyze statistical data on minority group and women employees in the region.	EOO personnel officer	Nov. 30, 1972; quarterly.
2. Evaluate the effectiveness of all equal opportunity activities and progress of the program within the region. Submit evaluation report to Bureau EO Office.	PFO's,[1] EOO personnel officer, DD's.	Nov. 30, 1973; annually.
3. Maintain contact with local Equal Employment Opportunity Commission Office, Civil Service Commission local and regional offices, and Bureau EOO Office for exchange of ideas and for advice and counseling on the program.	EOO personnel officer and EO coordinator.	July 1, 1972; continuing.

OBJECTIVE VIII: PROVIDE EQUAL OPPORTUNITY COUNSELING, AND INSURE PROMPT, FAIR, IMPARTIAL PROCESSING OF ANY EMPLOYEE COMPLAINTS OF DISCRIMINATION

1. The equal opportunity counselors will be responsible for prompt and fair handling of any complaints of discrimination in accordance with established guidelines, with review and guidance by the region equal opportunity officer as required.	Counselors, EOO	July 1, 1972; continuing.
2. Publicize throughout the region the availability of EO counseling, including names, locations, and phone numbers of counselors, region EO officer, EO officials in Bureau headquarters and Treasury Department.	EOO personnel officer	July 1, 1972; continuing, as changes occur.
3. Periodically review the effectiveness of counselors having complaint processing responsibilities. Counselors to be replaced and trained when necessary.	do	January 1973; continuing as required.
4. Provide for appropriate disciplinary and corrective action to be taken in any case where facts prove there has been discriminatory practice.	PFO's [1]	As required.
5. Provide for followup action when required to insure correction of conditions which led to filing of any complaints.	PFO's [1] and Regional Commissioner, EOO	Do.
6. Be certain that all employees in the region are familiar with the discrimination complaint system; distribute agency-developed and Civil Service Commission literature and directives outlining procedures. Orientation for new employees will include information on customs EO policy.	PFO's,[1] EOO personnel officer. and counselors.	July 1, 1972; continuing.

[1] Principal field officers: Regional commissioner, regional director, security and audit, special agent in charge, and regional counsel.



TREASURY DEPARTMENT,
BUREAU OF CUSTOMS,
New Orleans, La., November 1, 1972.

I certify that the qualifications of all staff officials concerned with administration of the Equal Opportunity Program in this Customs Region, including the following: Equal Opportunity Officer; Women's Program Coordinator; Sixteen-Point Program Coordinator; Other EO Staff Officials have been reviewed by competent authority and the incumbents meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide For Collateral Assignments Involving Equal Employment Opportunity Duties". Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

C. W. FISHER,
Acting Regional Commissioner.

TREASURY DEPARTMENT, BUREAU OF CUSTOMS, NEW ORLEANS, LA.—REGION V
EQUAL OPPORTUNITY PROGRAM—PERSONNEL AND FISCAL RESOURCES

	Man-years	Dollars [1]
EO counseling	0.03	$500
Complaint processing	.05	1,000
EO program administration	1.02	15,800
EO subject matter training	.08	[2] 2,500

[1] Estimated, including salaries and benefits, travel, other.
[2] See attached supplementary training plans, contingent upon allocation of additional funds.

Allocation of personnel and resources for equal opportunity program—Total number of employees in region V, 437

Equal opportunity officer (GS-11)	1
Women's program coordinator and 16-point program coordinator (GS-11)	1
Equal opportunity counselors (GS-11)	2
Others (region personnel officer, GS-12; personnel employee relations specialist, GS-11; and employment development specialist (training), GS-11)	3

CUSTOMS REGION V—NEW ORLEANS, LA.—PERSONNEL STAFF

REGION CONSOLIDATED FIGURES

	Total		Negro		Spanish		Indian		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-15	3								3	
GS-14	7								7	
GS-13	16								16	
GS-12	34	7							34	7
GS-11	50	9	3			1			47	8
GS-10	4								4	
GS-9	91	9	4		1			1	86	8
GS-8	3	5							3	5
GS-7	52	16	4						48	16
GS-6	8	13	4						4	13
GS-5	39	29	3	1		1			36	27
GS-4	4	17	2	1					2	16
GS-3	1	3	1	1						2
GS-2		1								1
GS-1	1				1					
Total	313	109	21	3	2	2		1	290	103
WS-5	2		1						1	
WG-9	1								1	
WG-6	8		8							
WG-5	3		2						1	
WG-3	1		1							
Total	15		12						3	

REGION HEADQUARTERS (INCLUDING LABORATORY)

GS-15	2								2	
GS-14	3								3	
GS-13	7								7	
GS-12	12	2							12	2
GS-11	6	3	1						5	3
GS-9	3	4						1	3	3
GS-8	1	1							1	1
GS-7	2	2							2	2
GS-6	1	4							1	4
GS-5	2	11		1					2	10
GS-4	1	8	1							8
GS-3		1		1						
GS-1	1				1					
Subtotal	41	36	2	2	1			1	38	33
WG-9	1								1	
Total	42								39	

Note: Total employees in region: 437—Male 75 percent; female 25 percent; Negro 8 percent; Spanish and Indian 1 percent; Other 91 percent.

CUSTOMS REGION V—NEW ORLEANS, LA.—NEW ORLEANS DISTRICT (INCLUDING PORT OFFICES)

	Total		Negro		Spanish		Other	
	Male	Female	Male	Female	Male	Female	Male	Female
GS-15	1						1	
GS-14	2						2	
GS-13	3						3	
GS-12	12	3					12	3
GS-11	27	5	1			1	26	4
GS-10	3						3	
GS-9	57	5	2		1		54	5
GS-8	2	1					2	1
GS-7	23	8	1				22	8
GS-6	7	6	4				3	6
GS-5	12	10				1	12	9
GS-4	3	5	1	1			2	4
GS-3	1	2	1					2
GS-2		1						1
Subtotal	153	46	10	1	1	2	142	43
WS-5	2		1				1	
WG-6	7		7					
WG-5	3		2				1	
WG-3	1		1					
Total	166		21				144	

CUSTOMS REGION V—MOBILE, ALA. DISTRICT (INCLUDING PORT OFFICES)

	Total		Negro		Other	
	Male	Female	Male	Female	Male	Female
GS-14	1				1	
GS-13	1				1	
GS-12	4	2			4	2
GS-11	6	1	1		5	1
GS-10	1				1	
GS- 9	15				15	
GS- 8		2				2
GS- 7	3	3			3	3
GS- 6		1				1
GS- 5	1	2			1	2
GS- 4		1				1
Subtotal	32	12	1		31	12
WG-6	1		1			
Total	33		2			

CUSTOMS AGENCY SERVICE, NEW ORLEANS, LA., MOBILE, ALA., AND BATON ROUGE, LA.

GS-14	1				1	
GS-13	4				4	
GS-12	3				3	
GS-11	11				11	
GS-9	17		2		15	
GS-8		1				1
GS-7	24	3	3		21	3
GS-6		2				2
GS-5	24	5	3		21	5
GS-4		3				3
Total	84	14	8		76	14

OFFICE OF REGIONAL DIRECTOR, SECURITY AND AUDIT, NEW ORLEANS, LA.

GS-13	1				1	
GS-12	2				2	
GS-5		1				1

Note: 1 Spanish-surnamed male GS-5 added to above since printout of Sept. 30, 1972.

GOALS AND TIMETABLES

A positive effort will be made to employ two black males for our Mobile Ala., District in the career-pattern positions within the next six months, if and when vacancies occur or funds and spaces are authorized.

A request has been submitted for a Clerk-Steno GS–5 for our Equal Opportunity /PIO/Management Analysis offices in Region HQ, when such a position is authorized. A concentrated effort will be made for a qualified minority employee (black female) for this position.

A GS–1 Spanish-surnamed male messenger in Region HQ was recently considered by our Financial Management Division to have potential for more responsible duties and was offered an opportunity as a GS–2 Clerk. He is presently undergoing on-the-job training, and will be retained in the position if he can perform the duties—and possibly qualify eventually for a higher grade.

Efforts will be made to recruit qualified eligible minority employees for the New Orleans District and Agency Service when authorized spaces occur.

UPWARD MOBILITY

One employee—a WG–3 minority Laborer—has been recognized for dependability and was recommended for participation in the Upward Mobility program to improve his education, thus enabling him to perform in a position of greater responsibility with promotion potential. The goal is to upgrade this employee's basic skills with training for a GS position for which he could apply. An appropriate course of study will begin in January 1973.

In the Foreign Mail Section of the New Orleans District there are two specialists, one clerical, and two wage-grade minority employees. The work load has increased, creating a need for additional clerical and specialist personnel. The supervisor has recognized the performance of one of the wage-grade men, but his limitations are due to lack of education. The supervisor has requested he be included in the Upward Mobility program for upgrading of basic skills to prepare him for possible conversion to a GS–5 Mail Technician and assume greater responsibility. The goal is to make available to this employee a four-month course of study beginning in January 1973, to include Basic Math, English and Reading, thus projecting his eligibility for conversion upward by June 1973.

MEMORANDUM—OCTOBER 16, 1972

To: All Customs Employees, Customs Region V and Customs Agency District 6.
From: Hal M. Seale, Acting Regional Commissioner.
Subject: Current Equal Employment Opportunity Officer and Equal Employment Opportunity Counselor.

CUSTOMS REGION V

Equal Employment Opportunity Officer (Acting): Sumter L. Lallande, Room 13015, Federal Building, 701 Loyola Avenue, New Orleans, Louisiana 70113.

Equal Employment Opportunity Counselor: John J. Garitty, Jr., Room 200, Customhouse, 423 Canal Street, New Orleans, Louisiana 70130.

The above is furnished for your information pending issuance of revised Personnel Handbook No. 2, Equal Opportunity, Customs Region V.

MEMORANDUM—DECEMBER 19, 1972

To: All Employees: Customs Region V, Customs Agency District 6, Office of Security and Audit, and Regional Counsel.
From: Thaise R. Guillot, Director, Personnel Management Division.
Subject: President's Freeze on Hiring and Promotion.

The Customs Principal Field Officers headquartered in New Orleans have authorized me to inform you on the President's freeze on the subject matter.

The President announced a freeze, effective December 11, 1972, on the civilian employees and the promotion of military and civilian personnel by Executive Branch agencies. The freeze will remain in effect until the new budget is transmitted to Congress in January 1973. The freeze will be relaxed at that time, but only to the extent permitted by the revised spending goals for Fiscal Year 1973.

The President has made it clear that it is his firm intention to hold down unnecessary Federal spending, so that we can be spared the higher prices and/or higher taxes that such spending inevitably generates.

The following personnel actions are immediately frozen: New hires, promotions (including trainee-journeyman), upward reclassification of positions, transfers from other Federal agencies.

Actions which will not be affected: Step increases, general pay raise at turn of year, transfers within Department (not involving promotions).

Exceptions to the President's order will be permitted in cases where the actions are essential to preserve human life and safety, to protect property, to preserve the continuity of government or for emergency situations. All exceptions will require prior approval of the Office of Management and Budget.

CUSTOMS REGION V TRAINING UNDER EEOP ACTION PLAN, NEW ORLEANS, LA.—NOVEMBER 1972

The attached supplements FY 1973 training plans for employees in the Customs Region V geographic area.

Because of austerity measures taken in all phases of our operations, this Region prepared the attached EEO training plans for FY 1973 contingent upon receipt of funds.

Receipt of below funds by December 1972, should allow us to accomplish EEO training as scheduled (Item 9, attachment):

Customs Region V	$5, 448
Customs Agency Service, District 6	446
Security and Audit, New Orleans	------
Total	5, 894

EEO SUBJECT MATTER TRAINING

[1. T and CD needs and plan, fiscal year 1973; Category 3; administrative, management, and supervision; organization customs region V]

(2) E	(3) FCLTY	(4) Course title and hours as need statement	(5) Ind. last name/grade	(6) POS Sym.	(7) PFB No.	(8) E/S	(9) Q	(10) PP.	(11) TUI	(12) Tdy cost TRV	P/D	Total	(13) Fiscal year projection
1	R (N.O.)	Equal Employment Opportunity Seminar for Supervisors—16 hours (participants: New supervisors and management personnel).	Havens GS-8				4	DHH		42	75	117	
			Lyons GS-9				4	DHH		93	75	168	
			Prince GS-9				4	DHH		20	75	95	
			Skeahan GS-9				4	DHH		101	75	176	
			Marquez GS-9				4	DHH					
			Wollaston GS-9				4	DHH					
			Wiggins GS-11				4	DHH		20	75	95	
			Dodge GS-11				4	DHH					
			Wright GS-11				4	DHH					
			Richard GS-12				4	DHH					
			Estimated 4 new supervisors.				4	DHH		20	75	95	
			Conway GS-9				4	DHH					
			Mills GS-12				4	DHH		42	75	117	
			Farnell GS-12				4	DHH		42	75	117	
			Barefoot GS-8				4	DHH					
			Philippi GS-5				4	DHH					
			Phillips WS-5				4	DHH					
			Gaudreau GS-12				4	DHH					
			Kreller GS-8				4	DHH					
			Segal GS-12				4	DHH					
			Garitty GS-11				4	DHH					
			Grueninger GS-12				4	DHH					
			Stephens GS-12				4	DHH		42	75	117	
			Johnston GS-11				4	DHH		42	75	117	
			Vaughan GS-11				4	DHH					
			Fagot GS-11				4	DHH					
			Moncrief GS-9				4	DHH					
			Petty GS-11				4	DHH					
			Meyers GS-11				4	DHH					
			Sens GS-12				4	DHH					

			Bennett	GS-12	4	DHH					
			Clark	GS-6	4	DHH					
			Daigle	GS-9	4	DHH					
			Vlcek	GS-10	4	DHH		107	50	157	
2	R (N.O.)	Seminar on Equal Employment Opportunity Program—8 hours (participants: who previously attended a Treasury Department EEO Seminar).	Gay	GS-12	4	DHH		107	50	157	
			Bailey	GS-12	4	DHH		107	50	157	
			Crowe	GS-10	4	DHH		123	50	173	
			Johnson, M	GS-10	4	DHH		127	50	177	
			46 supervisors and mid-managers from New Orleans geographic area.								
			5 supervisors and mid-managers from Mobile.		4	DHH		210	250	460	
			Warrick	GS-9	4	DHH		20	50	70	
			Van Matre	GS-10	4	DHH		80	50	130	
3		Lecture for above seminars (4 classes $75 per class).					300				
4	ICSC (N.O.)	Equal Employment Opportunity Program Planning and Execution—24 hours.	Guillot	GS-12	3	IP	75				
			Lallande	GS-11	3	IP	75				
			Bauer	GS-11	3	IP	75				
			Petty	GS-11	3	IP	75				
			Marquez	GS-9	3	IP	75				
			Women's Coordinator.	GS-	3	IP	75				
			16-pt. Coordinator	GS-	3	IP	75				
5	ICSC Dallas	Investigation of Complaints of Discrimination—24 hours.	Lallande	GS-11	3	IP	70	90	100	190	
6	ICSC Atlanta	Workshop in Equal Employment Opportunity Counseling—24 hours.	EEO Counselor (Mobile)..	GS-11	3	DHH	100	101	100	201	
7	ICSC Dallas	Advanced Equal Employment Opportunity Counselor Seminar—16 hours.	Garritty	GS-11	3	DHH	55	90	75	165	
			EEO Counselor (Mobile).	GS-11	3	DHH	55	135	75	210	
8	ICSC Dallas	Personnel Management Training for Equal Employment Opportunity Counselors, Complaint Investigators, and other Staff Specialists and Officers—24 hours.	Lallande	GS-11	3	IP	75	90	100	190	
			Garitty	GS-11	3	IP	75	90	100	190	
			EEO Counselor (Mobile).	GS-11	3	IP	75	135	75	210	
9	R (N.O.)	Equal Employment Opportunity Training Recruiters—3 hours	Customs Insp. (Mobile)		4	DHH		42	25	67	
			Import Spec. (New Orleans).		4	DHH					
10	R	Indoctrination & Orientation of New Employees in EEO Program—½ hour (Session in Formal Orientation Program).	All Accessions		2,3	DHH					
					4						

See footnotes at end of table.

EEO SUBJECT MATTER TRAINING—Continued

[1. T and CD needs and plan, fiscal year 1973; Category 3; administrative, management, and supervision; organization customs region V]

(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12) Tdy cost			(13) Fiscal year projection
E	FCLTY	Course title and hours as need statement	Ind. last name/grade	POS Sym.	PFB No.	E/S	Q	PP.	TUI	TRV	P/D	Total	
11	R (N.O.)	Equal Employment Opportunity Seminar for Supervisors—18 hours.	Miley GS-13				4	DHH					
			Paddock GS-11				4	DHH					
			Signorelli GS-11				4	DHH					
			Boggs GS-11				4	DHH					
			Radecker GS-8				4	DHH					
			Nunnery GS-13				4	DHH		42	75	117	
			Wyatt GS-11				4	DHH		42	75	117	
			Bromley GS-7				4	DHH		42	75	117	
			Estimated 1 new supervisor from Baton Rouge.				4	DHH		20	75	95	
12	R (N.O.)	Seminar on Equal Employment Opportunity Program—8 hours.	Neilson GS-13				4	DHH					
13	R	Equal Employment Opportunity Training for Recruiters—3 hours.	1 Criminal Investigator				4	DHH					
14	R (N.O.)	Seminar on Equal Employment Opportunity Program—8 hours.	Kittrell GS-13				4	DHH					

NOTES

1. T and CO needs and Plan, fiscal year———. Category codes: 1—Medical, scientific, legal and related; 2—Technical; 3—Administration, Management and Supervision; 4—Other.
2. Line: 1, 2, 3, 4, etc.
3. Facility: (Identity location of training, in Item 4 if other than home location of facility.) T—Treasury Department; B—Bureau Headquarters; N—National Training Center; R—Regional Headquarters; DM—Mobile District; DN—New Orleans District; I—Interagency followed by initials of agency if known. (ICSC); NG—Nongovernment.
4. Course title and hours etc.: Self-explanatory—add location if 3. applies. Show training need if there has been no formal course developed to satisfy need.
5. Individual's name, etc.: Where numbers are projected (number of Accessions) or where new programs apply to certain groups of employees, show estimated number. All Inspectors, All Non-Supervisory Inspectors, etc., as applicable.
6. Pos. Sym.: GS, WG, Mil, SA (Summer Aids).
7. PPB Category: Bureau of Customs PPB Category Codes.
8. Employee Status: N—Non-supervisory; P—Part-time supervisor (Supervisor with less than 3 subordinates); F—First level full-time supervisor (Supervisor with 3 or more subordinates); S—Second level full-time supervisor (Supervisor who supervses first level full-time supervisors); A—Above the second level supervisor (Supervisor who supervises second level full-time supervisors); M—Manager who is not a supervisor (Project manager, project officer, who has no subordinates under his direct supervision.
9. Quarter: Fiscal quarter in which training will be given—1—July/September; 2—October/December; 3—January/March; 4—April/June.
10. Priority: NMA—Needed for mission accomplishment; DHH—Directed by higher headquarters; IP—Increase proficiency in present position; IOS—Increase organizational strength; CD—Career Development.
11. and 12. Include Cost for Trainees/Instructors (As Applicable)—Attach computations) ensuing fiscal year only (for example, fiscal year 1973).
13. Fiscal year Projection: The four fiscal years beyond the next fiscal year (for example ,fiscal year 1974, fiscal year 1975, fiscal year 1976, fiscal year 1977).

PROPOSED UPWARD MOBILITY TRAINING

	Number of employees	Hours
Better office skills for secretaries	15	32
Basic typing	2	90
Refresher typing	1	32
Basic shorthand	6	90
Refresher shorthand	4	18
English, spelling, punctuation	5	40
Basic math, reading, and writing skills	5	30
Basic customs classification and value and inspection and control functions	16	8

Region VI, Houston—Equal Employment Opportunity Affirmative Action Plan, Fiscal Year Ending June 30, 1973

FOREWORD

The purpose of this plan is to document those actions which will be taken by the management of Region VI, Bureau of Customs, during the period covered by the plan, in order to assure that equal opportunity is a day-to-day management responsibility within the region.

The plan was drafted with full consideration given to the requirement of Civil Service Commission Bulletin No. 713-25 and supplements thereto. Information and advice was received from members of the Regional Advisory and Planning Committee for equal employment opportunity and a draft was furnished the National Customs Service Association with a request for their comments. All comments and suggestions received were considered in the development of the plan.

As indicated in the plan the objectives set forth and the extent of their accomplishment will be reviewed periodically, with reports being submitted at least annually to the Commissioner of Customs, through the Director, Equal Opportunity Division, Washington, D.C., with copies being furnished the Regional Director, Civil Service Commission, Dallas, Texas. This periodic review, and the changes recommended as a result thereof, will be incorporated in successor plans, with full recognition of current needs and new problems which emerge.

This plan is based on an assessment of the existing employment situation within this region. It is recognized that from a "total numbers" standpoint, more than one quarter of our total work force is made up of minority group members. It should also be noted that 21% of our total work force is represented by female employees. However, management believes that minority group members and females do not occupy in sufficient numbers those positions which have been classified in the higher grades. It is, then, this objective toward which we must exert our efforts.

Many of the action items place the primary responsibility upon officers in the Personnel Management Division. The Director of the Personnel Management Division and his branch chiefs have been apprised of this responsibility and have expressed their approval and concurrence to the overall EEO plan.

All actions set forth in this plan are designed to achieve the goal indicated and is in full compliance with the principles of the merit system for federal employment and promotion.

This plan should be available to all employees of the activities of the Bureau of Customs located in this geographic region. It shall also be made available to any and all interested individuals and groups. Comments and suggestions from all employees and interested individuals and groups not directly affiliated with the Bureau of Customs are welcome.

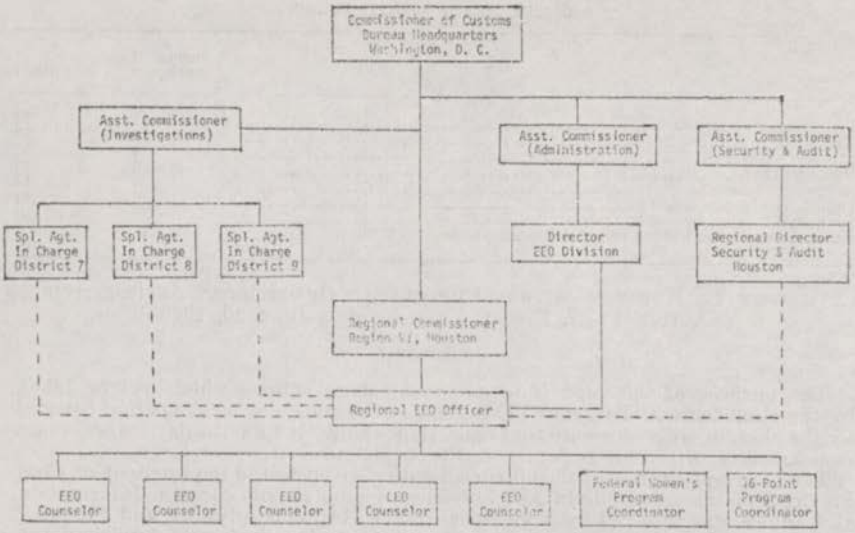


Exhibit I

Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials concerned with administration of the EEO Program have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X–118 under "Equal Opportunity Specialist GS–160," or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that this review has been made and its findings are on file and available for review by Civil Service Commission officials. Those individuals immediately concerned with the administration of the Regional EEO Program are: Regional EEO Officer, Federal Women's Program Coordinator, the 16-Point Program Coordinator, and the EEO Counselors.

Cleburne Maier,
Regional Commissioner.
W. E. Boarman,
Regional EEO Officer.
Robert A. Stevenson,
SAC, District 7.
William F. Hughes,
SAC, District. 8.
Arthur L. Adams,
SAC, District 9.
Gus W. Herrman,
Regional Director, Security and Audit.

BUREAU OF CUSTOMS—AFFIRMATIVE ACTION PLAN, EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

OBJECTIVE I: TO ADMINISTER THE OBJECTIVES AND RESOURCES OF THIS REGION IN A POSITIVE AND EFFECTIVE MANNER

Action steps	Responsible official	Target date
1. The regional commissioner, the special agents in charge, and the regional director, security and audit will annually reaffirm their Equal Employment Opportunity policy by a letter to all employees which may be published in the regional house organ, "The VIth Sense," or by special letter.	Regional commissioner; special agents in charge, districts 7, 8, and 9; regional director, security and audit.	Mar. 15, 1973.
2. The regional Equal Employment Opportunity action plan will be revised and updated annually with a report made stating the degree of success in achieving the objectives set forth in the previous plan.	Regional EEO officer	April 1973.

BUREAU OF CUSTOMS—AFFIRMATIVE ACTION PLAN, EQUAL EMPLOYMENT OPPORTUNITY PROGRAM—Continued

OBJECTIVE I: TO ADMINISTER THE OBJECTIVES AND RESOURCES OF THIS REGION IN A POSITIVE AND EFFECTIVE MANNER—Continued

Action steps	Responsible official	Target date
3. Ascertainment that the regional EEO officer, the Federal women's program coordinator, other EEO staff officials, and the EEO counselors responsible for carrying out the program are fully qualified to do so. Standards for measuring such qualifications of EEO officials are published by the Civil Service Commission in Qualifications Standard Handbook X-118 under "Equal Opportunity Specialists, GS-160" and for part-time EEO officials under "Qualifications Guide for Collateral Assignments Involving EEO Duties." (See certification attached as exhibit I.)	Regional personnel officer	Continuing (whenever changes occur in appointment of EEO officials).
4. For the period covered by this plan it is anticipated that the regional office proposed allocation of personnel and resources to carry out the EEO program will approximate 2½ man-years for an estimated annual allocated dollar cost of $25,000. Exhibit II identifies the personnel and fiscal resources which we anticipate devoting to the EEO program during the life of this particular action plan	Regional commissioner; special agents in charge, districts 7, 8, and 9; regional director, security and audit.	April 1973.
5. The specific responsibility and authority for the EEO program management at all levels within the region rests with the regional commissioner, who in turn has delegated this responsibility to the EEO officer who will assure implementation of the regional commissioner's policy with respect to the program.	Regional EEO officer	In effect and continuing.
6. An EEO advisory and planning committee will be established in the regional office. This committee will be chaired by the EEO officer and made up of employees from the various organizational segments and shall include a minimum of the following: (a) The regional EEO officer; (b) The Federal women's program coordinator; (c) The coordinator for the 16-point program for the Spanish speaking; (d) A representative or officer of the National Customs Service Association; (e) The regional personnel officer; (f) At least 2 of the 5 EEO counselors. The committee will meet periodically to discuss program matters and exchange ideas and views no less than once each quarter.	do	Committee to be formally established by Jan. 31, 1973.
7. EEO counselor reports on precomplaint counseling activity will be submitted monthly to regional EEO officer who will consolidate and forward a monthly report to Bureau's Director, Equal Opportunity Division.	EEO counselors	Monthly.
8. Narrative reports will be submitted monthly to the regional EEO officer by the EEO counselors outlining the cases handled by the counselors and setting forth a synopsis of the problems experienced in the EEO counseling program.	do	Do.
9. EEO seminars and meetings will continue to be conducted and will include all supervisory employees at all grade levels.	Regional commissioner; special agents in charge, districts 7, 8, and 9; regional director, security and audit.	April 1973.

OBJECTIVE II: TO MAKE CERTAIN THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

1. The personnel office of region VI will establish and maintain contacts with local community groups and colleges which can assist in the recruitment, placement, and improvement of job opportunities for all potential employees including minority groups and female candidates. Representatives in the personnel division will participate on a continuing basis in job fairs, career days, and other activities which will help to inform minority group and female candidates of our employment opportunities.	Chief, Recruitment and Employment Branch.	March 1973, and continuing.
2. Conduct recruiting activities and disseminate job and career opportunity information at schools and colleges with a substantial minority group or female enrollment. Use minority group and female employees as members of recruiting teams, particularly when recruiting at schools with substantial minority group or female student bodies.	do	Do.
3. Intensify our drive to recruit Spanish-surnamed persons particularly for inspector and import specialist positions in those geographic areas with a high percentage Spanish-speaking population.	do	Do.
4. Where opportunity has not been previously provided, all employees who participate in recruiting functions and who participate on promotion panels must be provided with EEO training and orientation.	Chief, Training and Career Development Branch.	April 1973.

BUREAU OF CUSTOMS—AFFIRMATIVE ACTION PLAN, EQUAL EMPLOYMENT OPPORTUNITY PROGRAM—Continued

OBJECTIVE II: TO MAKE CERTAIN THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES—Continued

Action steps	Responsible official	Target date
5. The region will continue to utilize special employment programs which provide participation and developmental work training opportunities for the economically or educationally disadvantaged. This includes work study cooperative education programs and similar arrangements which are designed to prepare students and youth in general for Federal employment; particular emphasis should be given to shortage category occupations.	Chief, Recruitment and Employment Branch.	June 1, 1973, and continuing.
6. Assure that opportunities for part-time employment are made known to employees and possible applicants by contacting local minority group and women's organizations, community action organizations, and local offices of the Texas State Employment Commission.	do	May 1, 1973, and continuing.
7. Distribute special recruiting brochures and leaflets to appropriate locations in order to attract minority group and female candidates.	do	Dec. 1, 1972, and continuing.
8. Make a special effort to inform veterans (particularly Spanish surnamed and other minority veterans) of the availability of noncompetitive appointments for Vietnam era veterans up to and including the GS-5 level.	do	Jan. 1, 1973, and continuing.
9. Periodically review the minority group statistical report (see table A) to determine if corrective action is taken regarding the positions and average grade of minorities and females in relation to the total work force at each Customs location.	Regional EEO officer	Quarterly.
10. Continue to emphasize to districts the availability of selective placement, on a bilingual basis, so Spanish-speaking persons may be reached for appointments to positions dealing with Spanish-surnamed populations.	Regional personnel officer	Mar. 31, 1973.
11. Advertise job opportunities in local ethnic newspapers and community publications, in order to increase the number of qualified applicants for positions with U.S. Customs in region VI.	do	April 1973.
12. Recruitment efforts by Personnel Division will be monitored to assure that all appropriate efforts are made to acquire the best qualified employee regardless of color, race, religion, sex, or national origin.	Assistant Regional Commissioner (Administration).	Do.
13. Attempts will continue to be made to hire for summer employment high school and college teachers from schools that serve predominantly minority group students to give them an insight into Customs operations.	Chief, Recruitment and Employment Branch.	Do.

OBJECTIVE III: TO ASSURE THE FULLEST POSSIBLE UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES

1. Conduct utilization surveys of all personnel in order to determine and identify individual employees who are being underutilized. This survey will include occupational fields and grade levels of minority group and women to determine the extent of underutilization and to take corrective action.	Chief, Training and Career Development Branch.	January 1973.
2. Provide equal opportunities in training programs for all employees, including both outside and within service training as well as on-the-job training. All orientation training for new employees will include a segment dealing with equal employment policy and the employment opportunities in Customs. All supervisory and management training programs will include a segment which provides EEO orientation and/or training.	do	September 1973 and continuing.
3. Conduct periodic reviews of promotions, details, and reassignment procedures and take corrective action where indicated to assure future compliance with directives issued by higher authority.	Regional personnel officer	Semiannually, Dec. 31 and June 30.
4. Review screening, ranking, and evaluation procedures to insure maximum validity for objective and equitable selection for all promotion actions.	do	Mar. 31, 1973.
5. Establish special positive training programs for employees, including minority group persons and women who have capacity for growth and advancement and whose planned education or training is relevant to their current or prospective advancement.	Chief, Training and Career Development Branch.	Do.
6. Communicate promotional opportunities and qualifications requirements to all employees through vacancy announcements, as well as notices of selections.	Chief, Recruitment and Employment Branch.	Continuing.
7. Assist those employees identified as underutilized by encouraging them to apply for positions of greater responsibility which will fully utilize their skills.	Chief, Training and Career Development Branch.	April 1973, and continuing.

BUREAU OF CUSTOMS—AFFIRMATIVE ACTION PLAN, EQUAL EMPLOYMENT OPPORTUNITY PROGRAM—Continued

OBJECTIVE IV: TO INSURE THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE WITH THEIR INDIVIDUAL ABILITIES (UPWARD MOBILITY)

Action steps	Responsible official	Target date
1. Review and analyze occupational areas to identify low grade dead end positions and redesign specific jobs and career guidelines to provide greater career opportunities, lateral movement into related fields, and flexibility in entrance requirements.	Chief, Training and Career Development Branch.	Apr. 15, 1973, and continuing.
2. Identify, train, and develop to meet objective of the Upward Mobility concept those interested and qualified employees in lower grades by taking the following affirmative action steps: (a) Upgrading of clerical, technical, and professional skills; (b) Providing special training, coaching, and work experience where the need appears to exist; (c) Arranging for basic or special education when needed; (d) Participate in projects to improve the skills and employability of the disadvantaged and those participants in the economic and educational opportunity program (EEOP); (e) Train supervisors in the maximum utilization of skills and techniques (MUST) concept as such applies to the supervision of disadvantaged youths as well as adults with special problems.	do	Jan. 31, 1973.
3. An Upward Mobility program will be initiated and maintained in the region.	Regional personnel officer	April 1973.
4. Examine qualification standards to insure that barriers to Upward Mobility do not exist.	Chief, Recruitment and Employment Branch.	Do.
5. The region's Upward Mobility program will be communicated to all employees.	Regional personnel officer	Do.
6. Encourage employee self-development by providing counseling and assistance when requested. Disseminate self-development information and assist all employees interested in technical or professional positions by counseling and guidance techniques.	Chief, Training and Career Development Branch.	Nov. 30, 1972, and continuing.
7. Encourage use of programs designed to bring recruits into the organization at a lower level with a view of ultimate upgrading, e.g., hiring at worker-trainee and junior Federal assistant exams level as well as various manpower training programs of the Department of Labor, OEO, etc.	Chief, Recruitment and Employment Branch.	March. 31, 1973.

OBJECTIVE V: TO UTILIZE THE INCENTIVE AWARDS AND PERFORMANCE EVALUATION PROGRAMS TO ASSURE PROGRAM UNDERSTANDING AND SUPPORT OF SUPERVISORS FOR THE EQUAL EMPLOYMENT OPPORTUNITY CONCEPT

1. Evaluate the performance of supervisors and managers in terms of how they relate to the concepts and principles of the EEO program and provide counseling service to those supervisors who appear to be effective.	Regional commissioner; special agents in charge, districts 7, 8 and 9; regional director, security and audit.	Annually, as ratings are due.
2. Recognize supervisors and managers who contribute notably to the success of Customs EEO program in accordance with Bureau Circular PER-4-PER dated Apr. 6, 1970.	do	As appropriate.

OBJECTIVE VI: TO INSURE THAT TOP MANAGEMENT IS INVOLVED IN COMMUNITY PROGRAMS WHICH HAVE A POSITIVE EFFECT ON EMPLOYABILITY

1. Through FBA and Federal executive boards regional management officials will cooperate with other agencies in spearheading community action programs which have a positive effect on employability. In those districts having no FBA or FEB, regional management officials should assume community leadership in spearheading such action programs.	All management personnel in region; special agents in charge, districts 7, 8, and 9; regional director, security and audit.	Feb. 1, 1973.
2. Become familiar with the activities of fair housing organizations and establish relations with them whereby employees may receive information and assistance. Insure that any housing information posted on the office bulletin boards is on an open housing basis.	Chief, Employee Relations and Services Branch.	Nov. 30, 1972, and continuing.
3. Assist minority group employees in finding suitable housing and transportation if they incur difficulty in obtaining such and this serves as a barrier to employment in a particular area. Inform minority group employees and prospective employees of this available assistance.	do	Do.
4. Cooperate with local community groups in the establishment of child day-care centers needed by employees or applicants for employment. Also establish continuing productive relations with minority group and women's organizations in the community, all of which is designed to bring about an improved liaison with such groups and a resulting mutually beneficial relationship.	do	Dec. 31, 1972, and continuing.

BUREAU OF CUSTOMS—AFFIRMATIVE ACTION PLAN, EQUAL EMPLOYMENT OPPORTUNITY PROGRAM—Continued

OBJECTIVE VII: TO PROVIDE FOR THE ESTABLISHMENT AND MAINTENANCE OF AN INTERNAL PROGRAM EVALUATION SYSTEM

Action steps	Responsible official	Target date
1. The regional program will be evaluated annually and submitted to the Bureau in accordance with the provisions of Bureau Circular PER-16-EEO dated Oct. 25, 1972. As mentioned in objective I the affirmative action items under each objective will be evaluated with the results being submitted to the regional office of the Civil Service Commission and the Bureau EEO Office.	Regional EEO officer	Nov. 30, 1972.
2. Minority statistical data will be compared quarterly, based on computer reports originating with the payroll center which will reflect the extent of employment of minority group and female employees in Customs and their average grades in relation to the total number of employees and average grades. An analysis will be made to determine conditions requiring corrective action, employment patterns and trends, recruiting needs, program needs, etc.	do	At end of each calendar quarter.
3. Statistical data will be maintained on the employment of minority group and female employees in region VI, Customs.	do	Quarterly and continuing.

OBJECTIVE VIII: TO INSURE PROMPT, FAIR, AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION AND EEO COUNSELING

1. There should be appointed and trained a sufficient number of EEO counselors so dispersed throughout the region as to be available to all employees. The information and training afforded designated 550 counselors in this region should be maintained and renewed on an as needed basis.	Regional EEO officer	Dec. 31, 1972, and continuing.
2. Appropriate and timely disciplinary and corrective action will be taken in those cases where the facts prove there have been discriminatory practices.	Regional commissioner	Dec. 1, 1972, and continuing.
3. The names, addresses, and phone numbers of the regional EEO officer and the EEO counselors shall be widely publicized along with names, addresses, and phone numbers of the EEO officials at the Department and Bureau level. This will be accomplished by posting on each EEO bulletin board.	Regional EEO officer	Jan. 1, 1973, and continuing.
4. Through bulletin board notification employees in this region shall become wholly familiar with the discrimination complaint system by posting Civil Service Commission or agency developed literature which outlines total procedures.	do	Dec. 1, 1972, and continuing.
5. Appropriate followup action will be taken to insure correction of conditions that led to filing of complaint.	Regional commissioner; special agents in charge, districts 7, 8, and 9; regional director, security and audit.	December 1972, and continuing.
6. The regional EEO officer will be responsible for implementing the program and handling complaints of discrimination as appropriate.	Regional EEO officer	Do.

EXHIBIT II

ALLOCATION OF PERSONNEL AND RESOURCES FOR EEO DURING FISCAL YEAR 1973

[Total number of field employees, 1,246 (regular full-time) as of June 30, 1972]

	Full time	Part time
1. EEO program personnel:		
EEO officers	0	1
Federal women's program coordinators	0	1
16-point program coordinators	0	1
Other EEO office staff officials	0	1
EEO counselors	0	5
Discrimination complaint investigators	0	0
Others (steno-clerical)	0	1
	Man-years	Amount [1]
2. Personnel and fiscal resources:		
EEO counseling	1-5	$3,000
Complaint processing	1-10	1,000
EEO program administraion	1-3	10,000
EEO subject matter training	1-2	12,000

Note: The costs allocated to training subject to budgetary restrictions.

[1] Includes dollar costs for salaries and benefits and other expenses such as travel for EEO officer and counselors.

MINORITY GROUP STATISTICS, DEC. 23, 1972

U.S. CUSTOMS, REGION VI, HOUSTON, TEX., SUMMARY

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-18																
GS-17	1														1	
GS-16																
GS-15	8														8	
GS-14	9														9	
GS-13	21		1		2										19	
GS-12	48	10		1	8	3									40	6
GS-11	82	6	1		13	1									68	5
GS-10	4														4	
GS-9	314	39	7	3	101	9		1							206	26
GS-8	1	4				1									1	3
GS-7	53	33	1	2	10	11	1	1							41	19
GS-6	30	24	2	2	17	4									11	18
GS-5	53	37	6	3	27	3									20	31
GS-4	16	37		6	13	8									3	23
GS-3	4	8		1	1	2									3	5
GS-2	1	1		1	1											
GS-1		1														1
Total	645	200	18	19	193	42	1	2							435	137

MINORITY GROUP STATISTICS, DEC. 23, 1972—Continued

SPECIAL AGENT IN CHARGE, HOUSTON, TEX., SUMMARY

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-18																
GS-17																
GS-16																
GS-15	1														1	
GS-14	2														2	
GS-13	11		1												10	
GS-12	24				1										23	
GS-11	28														28	
GS-10																
GS-9	60	1	1		5										54	1
GS-8																
GS-7	34	6	3		4	1									27	5
GS-6		5				1										4
GS-5	2	11		1		4									2	6
GS-4	1	11				3									1	8
GS-3		1														1
GS-2		1				1										
GS-1																
Total	163	36	5	1	10	10									148	2

SPECIAL AGENT IN CHARGE, EL PASO, TEX., SUMMARY

Grade	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-18																
GS-17																
GS-16																
GS-15																
GS-14	1														1	
GS-13	6														6	
GS-12	9		1		2										6	
GS-11	17				1										16	
GS-10																
GS-9	13				2										11	
GS-8																
GS-7	7	1	1		1										5	1
GS-6		3				1										2
GS-5	1	6				1									1	5
GS-4		1				1										
GS-3																
GS-2																
GS-1																
Total	54	11	2		6	3									46	8

SPECIAL AGENT IN CHARGE, SAN ANTONIO, TEX., SUMMARY

GS-18							
GS-17							
GS-16							
GS-15	1					1	
GS-14	3					3	
GS-13	5			2		3	
GS-12	47			2		45	
GS-11	24			1		23	
GS-10							
GS-9	20			2		18	
GS-8		1					1
GS-7	14	2	1	2	1	11	1
GS-6		5			3		2
GS-5		11			8		3
GS-4		3					3
GS-3		1					1
GS-2							
GS-1							
Total	114	23	1	9	12	104	11

U.S. CUSTOMS, SECURITY AND AUDIT, HOUSTON, TEX., SUMMARY

GS-18							
GS-17							
GS-16							
GS-15	1					1	
GS-14	1					1	
GS-13	3					3	
GS-12	6					6	
GS-11	1					1	
GS-10							
GS-9	1					1	
GS-8							
GS-7	2					2	
GS-6		2			1		1
GS-5							
GS-4							
GS-3							
GS-2							
GS-1							
Total	15	2			1	15	1

MINORITY GROUP STATISTICS—REGULAR FULL-TIME EMPLOYEES ONLY—AS OF DEC. 23, 1972

Location	Total employees	Male			Female			Mexican-American						Negro					
								Male			Female			Male			Female		
		Number	Percent	Average Grade	Number	Percent	Average Grade	Number	Percent	Average Grade	Number	Percent	Average Grade	Number	Percent	Average Grade	Number	Percent	Average Grade
Regional office	98	53	54	11.1	45	46	5.0	3	3	7.3	3	3	4.6	2	2	9.0	8	3	4.8
Port Arthur district	14	10	71	9.6	4	29	5.7										3	21.0	6.3
Port Arthur	5	3	60	9.6	2	40	5.5										1	20.0	7.0
Beaumont	5	4	80	9.5	1	20	6.0										1	20.0	6.0
Lake Charles	4	3	75	9.6	1	25	6.0										1	25.0	6.0
Galveston district	28	20	71	8.8	8	29	6.0	3	10	8.0				2	7.0	7.0			
Galveston	20	14	70	8.7	6	30	6.3	1	5	4.0				2	10.0	7.0			
Freeport	2	2	100	9.0															
Corpus Christi	6	4	67	9.0	2	33	5.0	2	33	10.0									
Laredo district	327	274	84	8.6	53	16	7.0	135	41	8.0	32	9	7.1	1	.3	9.0			
Brownsville	67	62	93	8.6	5	7	7.4	29	43	8.0	2	3	7.0						
Del Rio	19	14	74	8.7	5	26	6.4	1	5	9.0									
Eagle Pass	37	32	86	8.5	5	14	5.2	21	57	8.1	4	11	4.7						
Hidalgo	47	39	83	9.1	8	17	7.1	11	23	8.4	6	13	7.5						
Laredo	112	91	81	8.2	21	9	7.5	56	50	7.6	16	14	7.7						
Progreso	8	7	88	8.8	1	12	5.0	3	38	9.0									
Rio Grande City	3	3	100	9.0				3	100	9.0									
Roma	15	13	87	8.9	2	13	7.5	6	40	6.7	2	13	7.5						
San Antonio	19	13	68	9.0	6	32	7.0	5	26	8.7	2	11	5.5	1	5.0	9.0			

El Paso district	191	161	84	8.6	30	16	6.5	46	24	7.7	5	3	7.6	1	.5	9.0	1	.5	3.0
El Paso	156	131	84	8.5	25	16	6.7	43	28	7.7	5	3	7.6	1	.6	9.0			
Denver	24	19	78	8.9	5	21	5.2	1	4	5.0							1	4.0	3.0
Columbus, N. Mex.	3	3	100	9.3															
Presidio	5	5	100	9.4				1	20	9.0									
Fabens	3	3	100	9.6				1	33	9.0									
Houston district	190	133	70	9.0	57	30	6.9	8.0	4	8.3	3	2.0	6.0	14	7	6.8	7	4.0	6.8
Houston	140	99	71	8.8	41	29	7.1	7.0	5	8.0	1	.7	5.0	12	9	6.7	5	4.0	7.8
Dallas	33	22	67	9.9	11	33	6.4	1.0	3	11.0	2	6.0	6.5	1	3	6.6	1	3.0	4.0
Forth Worth	5	3	60	9.0	2	40	6.0										1	.2	5.0
Oklahoma City, Okla.	8	6	75	8.6	2	25	7.0							1	13	9.0			
Tulsa, Okla.	4	3	75	9.6	1	25	6.0												
Total	848	651	77	8.9	197	23	6.3	195.0	23	7.9	43	5.0	6.9	20	2	7.3	19	2.0	4.7
Change from Sept. 30, 1972	−5	+1	+1	+.5		−6	−1.0	+.1											
SAC, District 7, Houston	217	181	83	9.3	36	17	5.1	11	5	8.1	9	4.0	4.7	5	2.0	8.6	1	.4	5.0
SAC, District 8, San Antonio	115	92	80	10.4	23	20	5.3	9	8	10.4	10	7.0	5.5	1	.8	7.0			
SAC, District 9, El Paso	65	54	83	10.3	11	17	5.3	6	9	10.0	3	5.0	5.0	2	3.0	9.5			
Total—Agency service	397	327	82	9.8	70	18	5.7	26	7	9.3	22	6.0	5.0	8	2.0	8.6	1	.2	5.0
Change from Sept. 30, 1972	+1	+1		+.4			+.6												
Security and Audit, Houston	18	16	89	11.7	2	11	6.0				1	6.0	6.0						
Change from Sept. 30, 1972	+1	+1		+.4			+.6												
Grand total	1,263	994	79	9.2	269	21	6.1	221	17	8.5	66	5.0	6.3	28	2.0	7.6	20	2.0	5.7
Change from September 30, 1972	−6	+1	+1	+.5	+7	−1	+.2												

Region VII, Los Angeles—March 1, 1972, To April 30, 1973

OBJECTIVE I: ORGANIZATION AND RESOURCES TO ADMINISTER THE EEO PROGRAM IN A POSITIVE AND EFFECTIVE MANNER

Action	Responsible official	Target date
1. EEO action plans will be revised and updated annually. A report on the degree of success in meeting the objectives will be included.	EEO, personnel officer, and EEO coordinator.	Mar. 1, 1973.
2. Policy statements will be issued annually	Regional commissioner and EEOO	Feb. 15, 1973.
3. EEO seminars and meetings will be conducted and will include all supervisory employees at all grade levels. Coverage will be given to such program items as the supervisor's responsibility in EEO, Customs EEO policy, problems of specific minority groups which affect employability, etc. A schedule of seminars will be submitted to the Director, Equal Opportunity Division, Bureau headquarters.	Regional commissioner, EEOO, EEO coordinator, personnel officer, and training and career development officer.	May 28, 1973.
4. An EEO advisory committee will be established in the regional and district offices. Committees will be made up of minority group and female employees from each organizational segment and will advise management on the special concerns of minority group and female employees.	EEOO, EEO coordinator, and personnel officer.	Mar. 5, 1973.
5. Precomplaint counseling reports will be submitted to the regional EEO officer by the counselors.	EEO counselors and EEOO	Quarterly, beginning Oct. 24, 1972.
6. EEO counselors will submit to the EEOO narrative reports on the cases handled and a synopsis of the problems of the EEO counseling program.	EEO counselors	Do.
7. Attachment 1 lists the numerical goals and timetables.	EEOO, EEO coordinator, regional commissioner, and personnel officer.	
8. Allocation of personnel and resources for EEO. (See attachment 2.)		
9. Report of qualifications of principal EEO officials. (See attachment 3.)		
10. Minority group statistics. (See attachment 4.)		

OBJECTIVE II: RECRUITING ACTIVITIES DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

1. Establish and maintain new contacts with local community groups and colleges which can assist in the recruitment and placement of minority group and female employees. Participate on a continuous basis in job fairs, career days, and other activities which will help to inform minority group and female candidates of employment opportunities.	Regional commissioner, district directors, special agents in charge, personnel officer, EEO officer, and port directors.	May 1, 1972, and continuing.
2. Conduct recruiting activities and disseminate job information at schools and colleges with substantial minority group or female enrollments. Use minority group and female employees as members of recruiting teams, particularly when recruiting at schools with substantial minority group or female student bodies. Training may be needed to deal with special problems such as a language barrier.	Personnel officer, training officer, special agents in charge, and district directors.	May 1, 1972.
3. Provide EEO training and orientation for all recruiters and selecting officers.	EEOO and training officer	Apr. 30, 1973.
4. Intensify drive to recruit Spanish-surnamed persons particularly for public contact jobs in areas with heavy Spanish-speaking populations and other major metropolitan areas.	Regional commissioner, special agents in charge, district directors, EEO officer, and personnel officer.	May 1, 1972.
5. Continue operating special employment programs which will provide participation and developmental work training opportunities for the economically or educationally disadvantaged.	Personnel officer	Do.
6. Hire for summer employment, high school and college teachers from schools that serve minority students to give them insight into the operations and programs of the Bureau of Customs.	Regional commissioner, personnel officer, and EEOO.	May 31, 1972.
7. Make a special effort to inform Spanish-surnamed and other minority veterans of the availability of noncompetitive appointments for Vietnam era veterans including GS-5 level.	Regional commissioner, personnel officer, EEOO, and district directors.	June 30, 1972, and continuing.

REGION VII, LOS ANGELES—MARCH 1, 1972, TO APRIL 30, 1973—Continued

OBJECTIVE III: FULL UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES

Action	Responsible official	Target date
1. Utilization survey will be conducted of all employees in grades GS-7 and below to determine the degree of utilization of employees and to prevent underutilization of available skills. Occupational fields and grade levels will be surveyed to determine the utilization of minority group and female employees.	Personnel officer, EEOO, and EEO coordinator.	Apr. 30, 1973.
2. Goals and timetables will be developed for those occupations and grade levels where minority group and female employees are underutilized.	EEOO, EEO coordinator, and personnel officer.	Do.
3. Employees identified as possessing skills that are underutilized must be encouraged to apply for positions which will fully utilize their skills.	EEOO, EEO coordinator, personnel officer, and supervisors and managers.	Apr. 30, 1973, and continuing.
4. Job vacancies, promotional opportunities, and selections for promotion will be disseminated to all new employees.	Personnel officer	Mar. 1, 1972, and continuing.
5. Promotions, details, reassignments, screening, ranking, and evaluation procedures will be reviewed and corrective action taken if necessary.	EEOO, EEO coordinator, and personnel officer.	Sept. 30, 1972, and continuing.

OBJECTIVE IV: OPPORTUNITIES FOR EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE IN ACCORDANCE WITH THEIR ABILITIES IN LIGHT OF AVAILABLE OPPORTUNITIES (UPWARD MOBILITY)

1. An upward mobility program will be initiated and maintained.	Responsibilites for actions 1 to 3 are shared equally by EEOO, managers and supervisors, personnel officers, and training officer.	Apr. 30, 1973.
2. Equal consideration will be given to all employees for available training programs, details, and work assignments.	do	Nov. 30, 1972.
3. Minority group and female employees will be given equal consideration for participation in managerial-type training programs.	do	Do.
4. Information concerning the upward mobility program will be disseminated to all employees.	Responsibilities for actions 4 to 9 are shared equally by training officer, EEOO, managers and supervisors, and personnel officer.	Apr. 30, 1973.
5. Establish special, positive training programs for employees, including minority group persons and women who have the capacity for growth and advancement, and whose planned education or training is relevant to their current or prospective responsibilities.	do	Do.
6. Review and analyze occupational areas periodically to identify low-grade, dead end positions and redesign specific jobs and career guidelines to provide greater career opportunities, lateral movement into other fields, and flexibility in entrance requirements.	do	Do.
7. Identify, train, and develop for upward mobility, interested and qualified employees in lower grades by such activities as— (a) Upgrading of clerical, technical, and professional skills; (b) Providing special training, coaching, and work experience when needed; (c) Arranging for basic or special education when needed; (d) Projects to improve the skills and employability of the disadvantaged and participants in the economic and educational opportunity program; (e) Training supervisors in MUST, in supervision of the disadvantaged youths as well as adults with special problems.	do	Do.
8. Encourage employee self-development by providing counseling and assistance when needed.	do	May 1, 1972, and continuing.
9. Encourage use of programs designed to bring recruits into the organization at a lower level than usual with a view toward upgrading.	do	Do.

REGION VII, LOS ANGELES—MARCH 1, 1972, TO APRIL 30, 1973—Continued

OBJECTIVE V: TRAINING, ADVICE, INCENTIVES, AND PERFORMANCE EVALUATIONS TO ASSURE PROGRAM UNDERSTANDING AND SUPPORT BY SUPERVISORS AND MANAGERS

Action	Responsible official	Target date
1. All supervisory and managerial training programs will include a segment which deals with their responsibility under the EEO program, implementation of these responsibilities, EEO Act of 1972, and general EEO training and orientation.	Training officer, EEOO, and EEO coordinator.	Nov. 30, 1972, and continuing.
2. Recognition will be given to supervisors and managers who contribute notably to the EEO program. Bureau Circular PER-4-PER, dated Apr. 6, 1970.	Regional commissioner and assistant regional commissioners.	As appropriate.
3. In evaluating supervisors and managers, consideration will be given to their performance in EEO. Counseling will be provided those who are ineffective.	do	Do.

OBJECTIVE VI: PARTICIPATION IN COMMUNITY EFFORTS TO IMPROVE CONDITIONS WHICH AFFECT EMPLOYABILITY IN THE FEDERAL GOVERNMENT

1. Cooperate with other Treasury bureaus through Federal executive boards and associations in spearheading community action projects which have a positive effect on employability. In the absence of FEB or FEA, Customs officials should assume leadership in spearheading such community action programs.	Regional commissioner, district directors, and port directors.	May 1, 1972, and continuing.
2. Assist minority group employees in finding suitable housing and transportation if difficulty in obtaining such serves as a barrier to employment of minority groups in a particular area. Inform minority group employees and prospective employees of available assistance.	do	Do.
3. Become familiar with the activities of fair housing organizations and establish relations with them whereby employees may receive information and assistance. Insure that any listing of housing posted on office bulletin boards are offered on an open occupancy basis.	do	Do.

OBJECTIVE VII: SYSTEM FOR INTERNAL PROGRAM EVALUATION AND PERIODIC PROGRESS REPORTS

1. The EEO program will be evaluated annually	Personnel officer, EEOO, and EEO coordinator.	Nov. 30, 1972.
2. Statistical data will be maintained on the employment of minority group and female employees.	do	Quarterly.
3. Statistical and program data will be analyzed and reviewed in order to determine program needs, conditions requiring corrective action, employment patterns and trends, recruiting needs, promotional opportunities, etc.	do	Do.

OBJECTIVE VIII: PROMPT, FAIR, AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION AND EEO COUNSELING

1. The EEOO is responsible for implementing the program and for handling complaints of discrimination.	EEOO	Oct. 30, 1972, and continuing.
2. EEO counselors are to be so dispersed as to be available to all employees. Counselors are responsible for processing informal complaints of discrimination and will be trained and replaced as appropriate.	EEOO	Do.
3. Periodically the adequacy and competence of all personnel having complaint processing responsibility will be reviewed.	EEOO and personnel officer	Mar. 3, 1973.
4. Appropriate disciplinary and corrective action will be taken in complaint cases where the facts prove there has been discriminatory practices.	Regional commissioner and EEOO	Oct. 30, 1972, and continuing.
5. Follow-up will be made to insure correction of conditions which led to the filing of complaints.	do	Do.
6. Publicize the names of Treasury Department and Bureau EEO officers, and local counselors.	EEEO	Nov. 30, 1972.

REGION VII, LOS ANGELES—MARCH 1, 1972, TO APRIL 30, 1973—Continued

OBJECTIVE IX: PROGRAM COMMUNICATION

Action	Responsible official	Target date
1. Orientation for new employees will include information which deals with Customs EEO policy and the complaint processing system.	Personnel officer, training officer, and EEOO.	Oct. 30, 1972, and continuing.
2. The complaint processing system will be publicized to all employees.	EEOO	Do.
3. To create an atmosphere of awareness and to continually emphasize the program, general program information will be disseminated to all employees and as appropriate published in the regional house organ.	EEOO	Oct. 30, 1972.
4. EEO bulletin boards will be posted throughout the region. Information on these boards will be updated as needed.	EEOO	Jan. 30, 1973.

ATTACHMENT 1

GOALS AND TIMETABLES FOR MINORITY GROUP HIRING

Type of position	GS grade	Number of positions	Target date
Customs inspector	5–7	31	Dec. 31, 1972
Equal opportunity officer	12	1	Jan. 31, 1973

ALLOCATION OF PERSONNEL AND RESOURCES FOR EEO

	Fulltime	Parttime
A. EEO program personnel (total number of field employees, 1,226):		
Equal employment opportunity officer		$1,779
Federal women's program coordinator		366
16-point program coordinator		0
Other EEO office staff officials		366
EEO counselors		2,410

	Man-years	Dollars
B. Personnel and fiscal resources:		
EEO counseling	0.15	$2,410
Complaint processing	.02	1,200
EEO program administration	.09	1,622
EEO subject matter training	.07	1,984

REPORT OF QUALIFICATIONS OF PRINCIPAL EEO OFFICIALS

I certify that the qualifications of all staff officials concerned with administration of the EEO Program including the following: EEO officer, Federal Women's Program Coordinator, and other EEO staff officials, have reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X–118 under "Equal Opportunity Specialist GS–160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by Civil Service Commissions officials.

JEROME HOLLANDER,
Equal Employment Opportunity Officer.
ROGER A. MORIN,
Acting Regional Commissioner.

PART A

BREAKDOWN OF MINORITY AND FEMALE EMPLOYMENT

ANCHORAGE DISTRICT

Grade	Total		Negro		Spanish		Indian		Oriental		Aleutian		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-2																
GS-3																
GS-4		2														2
GS-5		2														2
GS-6																
GS-7	8	1													8	1
GS-8																
GS-9	23						1								22	
GS-10	3														3	
GS-11	5														5	
GS-12		1														1
GS-13	1														1	
GS-14	1														1	
GS-15																
GS-16																
Total	41	6					1								40	6

GREAT FALLS DISTRICT

Grade	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-2																
GS-3																
GS-4																
GS-5	2	2													2	2
GS-6																
GS-7	12														12	
GS-8																
GS-9	22														22	
GS-10	4														4	
GS-11	3														3	
GS-12	1														1	
GS-13	1														1	
GS-14																
GS-15																
GS-16																
Total	45	2													45	2

HONOLULU DISTRICT

GS-2								
GS-3	1			1				
GS-4	1	5		1	5			
GS-5		7			6			1
GS-6	4	4		3	4		1	
GS-7	12	4		7	3		5	1
GS-8		1			1			
GS-9	54	7		35	3		19	
GS-10	4			3			1	
GS-11	14	3		12	3		2	4
GS-12	7			5			2	
GS-13	2			1			1	
GS-14	2			1			1	
GS-15	1			1				
GS-16								
Total	106	31		70	25		32	6

PORTLAND DISTRICT

GS-2								
GS-3		1						1
GS-4		3						3
GS-5	2	3					2	3
GS-6		1						1
GS-7	8	4					8	4
GS-8		1						1
GS-9	13	1	1				12	1
GS-10	1						1	
GS-11	17		1	1			15	
GS-12	8			1			7	
GS-13	3			1			2	
GS-14								
GS-15								
GS-16								
Total	52	14	2	3			47	14

PART A—Continued

BREAKDOWN OF MINORITY AND FEMALE EMPLOYMENT—Continued

PORTLAND DISTRICT—Continued

Grade	Total		Negro		Spanish		Indian		Oriental		Aleutian		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-2																
GS-3	2	3													2	3
GS-4		15		1												14
GS-5	9	13													9	13
GS-6	8	3	2												6	3
GS-7	48	11								2					48	9
GS-8																
GS-9	93	6	2						1						90	6
GS-10	11														11	
GS-11	29	2							2						27	2
GS-12	20	2							1						19	2
GS-13	2	1													2	1
GS-14	1														1	
GS-15	1														1	
GS-16																
Total	224	56	4	1					4	2					216	53

SAN FRANCISCO DISTRICT

GS-2	2	1				1									2	
GS-3	4	6													4	6
GS-4	3	14		5		1		1	1	2					2	5
GS-5	20	14	4	3	5	2			3	2					8	7
GS-6	19	9	3	2	5			1	2	1					9	5
GS-7	51	22	4	3	5					1					42	18
GS-8		2														2
GS-9	73	7	3		2				6						62	7
GS-10	5														5	
GS-11	46	7			1	1			4						41	6
GS-12	31	4	1						4						26	4
GS-13	5														5	
GS-14	2								1						1	
GS-15	1														1	
GS-16																
Total	262	86	15	13	18	5		2	21	6					208	60

REGIONAL OFFICE

GS-2												
GS-3		2										2
GS-4	3	10	2			1			1		1	8
GS-5	4	20	1	3	2		1		1		1	15
GS-6		2							1			1
GS-7	2	13		2		2					2	9
GS-8												
GS-9	1	4		1							1	3
GS-10		1										1
GS-11	7	8		1					1		7	6
GS-12	9	1						1			8	1
GS-13	14		1					2			11	
GS-14	5										5	
GS-15	3										3	
GS-16												
Total	48	61	4	7	2	3	1	3	4		39	46

REGION TOTAL

GS-2	2	1				1					2	
GS-3	7	12						1			6	12
GS-4	7	49	2	6		2	1	2	8		3	32
GS-5	37	61	5	6	7	2	1	3	9		22	43
GS-6	31	19	5	2	5		1	5	6		16	10
GS-7	141	55	4	5	5	2		7	6		125	42
GS-8		4							1			3
GS-9	279	25	6	1	2		1	42	3		228	21
GS-10	28	1						3			25	1
GS-11	121	20	1	1	1	1		19	4		100	14
GS-12	76	8	1					12			63	8
GS-13	28	1	1					4			23	1
GS-14	11							2			9	
GS-15	6							1			5	
GS-16												
Total	774	256	25	21	20	8	1	3	101	37	627	187

Part B

Employment Goals—To Be Met By March 2, 1973

REGIONAL HEADQUARTERS

Situation.—At present there are no minority or female operation officers.
Goal.—To select from within Customs one minority or one female employee to fill the existing GS-11/13 vacancy.

FINANCIAL MANAGEMENT DIVISION

Situation.—At present there are no minority employees in the grades GS-9 and up.
Goal.—To fill at least one of the existing GS-9 vacancies with a minority employee.

SAN FRANCISCO DISTRICT—INSPECTION AND CONTROL DIVISION

Situation.—The number of minority and female inspectors is quite low. There are no minority or female supervisor inspectors.
Goal.—To promote one minority or female to a GS-11 supervisor position and to select one minority and two female inspectors, GS-7.

CLASSIFICATION AND VALUE DIVISION

Situation.—There are only two black and two Spanish-surnamed import specialists.
Goal.—To appoint one black or Spanish-surnamed import specialist, GS-7.

SEATTLE DISTRICT—INSPECTION AND CONTROL DIVISION

Situation.—The number of minority and female inspectors is low.
Goal.—To appoint two black and one female inspectors, GS-7.

ANCHORAGE

Situation.—There are no female inspectors or full-time port directors in the Anchorage District.
Goal.—Appoint one female inspector, GS-7.

Part C

Allocation of resources

Personnel:	
Part-time equal employment opportunity officer, GS-13	1
Part-time Federal women's coordinator, GS-12	1
Part-time equal employment opportunity counselors	6
Seattle, GS-12, 1.	
San Francisco, GS-12, 1.	
Portland, GS-11, 1.	
San Francisco, GS-9, 1.	
Honolulu, GS-9, 1.	
Oakland, GS-6, 1.	
Part-time clerk-stenographer, GS-5	1
Fiscal outlays:	
Administration	$4,583
Counseling	3,033
Training	1,464
Total	9,080

PART D.—ACTION ITEMS

OBJECTIVE I: TO ADMINISTER THE OBJECTIVES AND RESOURCES OF THE REGION IN A POSITIVE AND EFFECTIVE MANNER

Action steps	Responsible officials	Target date
1. The region will reaffirm its established equal employment opportunity policy and distribute the revised affirmative action plant to district directors and other regional officials.	Regional commissioner, EEO officer, director, personnel management.	Mar. 2, 1973.
2. The region will establish equal employment opportunity advisory committees in the regional office and all districts, which will meet at least quarterly. Recommendations for membership will be made by the district directors and should include a women's representative, minority employees, and a representative of the exclusively recognized employee organization, when possible.	EEO officer, district directors, director, personnel management.	Annually Mar. 2, 1973, and July 1 of succeeding years.
3. The region will continue to conduct equal employment opportunity seminars and meetings as necessary to assure that managers and supervisors are aware of: (a) Current responsibilities with respect to EEO in general. (b) Problems of specific minority groups which have an effect on employability, and upward mobility, e.g. language, which may be a barrier to some Spanish-speaking Americans. (c) Specific administration and/or departmental special programs such as the 16-point program for employment of Spanish-surnamed, and the women's program.	Director, personnel management, EEO officer, district directors, training officer.	Feb. 1, 1973.
4. Schedule of EEO seminars shall be submitted to the assistant to the commissioner (EEO).	EEO officer, training officer	Feb. 15, 1973.
5. Conduct a review of each occupational field in each district to determine the relative utilization of Negro, Spanish-surnamed American, American Indian, Oriental American, and Alaskan Native minorities, as applicable, and women, in such fields.	EEO officer, director, personnel management.	Quarterly beginning Oct. 15, 1972
6. Issue a policy statement on the EEO program	Regional commissioner	Jan. 2, 1973.
7. Undertake periodic assessment of progress being being made in implementing and utilizing the numerical goals established.	EEO officer	Quarterly beginning Oct. 15, 1972

OBJECTIVE II: TO INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

1. Maintain and establish new contacts with minority group and women's schools, colleges, and other educational institutions, having predominantly Negro, Spanish-surnamed, American Indian, Oriental American, and Alaskan Native enrollment. Negotiate recruitment schedules and provide for the assignment of women and appropriate members of minority groups as recruiters and panel interviewers when and wherever possible (e.g., use of Spanish-speaking recruiters when recruiting at schools with large numbers of Spanish-speaking students).	Director, personnel management, district directors.	Feb. 15, 1973, and continuing.
2. Orient and train all recruiters and panel interviewers as to equal employment opportunity responsibilities, and any special recruitment techniques which may be applicable to a specific minority group (e.g., use of Spanish language recruitment literature).	Director, personnel management, training officer.	Jan. 15, 1973.
3. Participate in job fairs, career days, and similar programs.	Director, personnel management.	As announced.
4. Participate and expand participation where possible in formalized cooperative programs and similar type work-study endeavors to prepare students for shortage category occupations, emphasizing these programs as 1 means for accomplishing EEO goals (e.g., entering into agreements at colleges with significant numbers of Spanish-speaking students).	Director, personnel management, EEO officer.	Jan. 30, 1973.

PART D.—ACTION ITEMS—Continued

OBJECTIVE II: TO INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES—Continued

Action steps	Responsible officials	Target date
5. Hire for summer employment high school and college teachers from schools serving Spanish-speaking and other minority students to give them understanding of the Bureau of Customs organization, mission, and operations which they can relate to these students.	Director, personnel management.	March 1973 and continuing.
6. Make special effort to inform Spanish-surnamed and other minority veterans of availability of noncompetitive appointments for Vietnam era veterans including GS-5 level.	do	Dec. 15, 1973, and continuing.
7. Periodically survey and take feasible actions to meet the needs of applicants and employees, particularly women, for special supportive employment services and adjustments, such as arrangements for day-care facilities for children, part-time work or irregular duty tour considerations, etc.	Director, personnel management, district directors.	Mar. 1, 1973.
8. Disseminate job information to schools and colleges with substantial minority and female enrollment.	Director, personnel management, district directors, EEO officer.	Jan. 5, 1973.
9. Disseminate job information to local community organizations which can aid in recruiting for clerical, professional, and part-time positions. Information on opportunities for employment through the various manpower programs should also be disseminated to these organizations.	do	Feb. 15, 1973.
10. Recruitment of Spanish-surnamed candidates for public contact positions.	Director, personnel management.	Jan. 15, 1973.
11. Selective placement on a bilingual basis of Spanish-surnamed candidates.	do	Do.

OBJECTIVE III: TO ASSURE THE FULLEST POSSIBLE UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES

1. Conduct skills survey and review of employees in grades GS-2 through GS-7 and wage system equivalents in order to identify cases of underutilization of their skills. In this respect be sure that proper recognition is given to skills which may have been gained outside of a formal work situation (e.g., skills gained while doing volunteer work, or skills gained through a hobby, etc.).	Director, personnel management, EEO officer.	Feb. 1, 1973, and continuing.
2. Provide appropriate followup action where a survey identifies underutilization (e.g., in formal or on-the-job training, reassignment, or placement), where such a survey shows the need for greater skills competence that will enable an employee to better perform his current job, or train the employee for more challenging and responsible job assignments.	District directors, EEO officer, director, personnel management, supervisory personnel.	Mar. 1, 1973, and continuing.
3. Communicate promotional opportunities and qualification requirements to all employees through vacancy announcements, newsletters, and other media.	Director, personnel management.	Oct. 15, 1972.
4. Provide for employees at all grade levels to receive consideration for details, training or work assignments that will further utilize past experience and training	Director, personnel management, district directors, supervisory personnel.	Do.
5. Undertake periodic assessment of progress being made in implementing and utilizing the numerical goals established.	EEO officer	Quarterly beginning Oct. 15, 1972.

PART D.—ACTION ITEMS—Continued

OBJECTIVE IV: TO INSURE THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE WITH THEIR ABILITIES (UPWARD MOBILITY)

Action steps	Responsible officials	Target date
1. Review and evaluate established bureau action plans for appropriate upward mobility program emphasis.	Director, personnel management, EEO officer.	Continuing.
2. Conduct periodical reviews of promotions, details, and reassignment actions and take corrective action as soon as possible where indicated.	Regional commissioner, director, personnel management, EEO officer.	Jan. 30, 1973.
3. Review screening, ranking, and evaluation procedures to insure maximum validity for objective and equitable selection.	do	Do.
4. Establish special, positive training programs for employees, including minority group persons and women who have demonstrated capacity for growth and advancement, and whose planned education or training is relevant to their current or prospective responsibilities.	District directors, director, personnel management, training officer	Do.
5. Review and analyze occupational areas to identify low-grade dead-end positions and redesign specific jobs and career guidelines in order to provide: (a) Greater career opportunities. (b) Lateral movement into related fields. (c) Flexibility in entrance requirements.	Director, personnel management, classification specialist, supervisors.	Mar. 1, 1973.
6. Identify, train and develop for upward mobility, interested and qualified employees in lower grades (GS-1 to 7 or equivalents), by such activities as: (a) Upgrading of clerical, technical and professional skills. (b) Providing special training, coaching, and work experience when needed. (c) Arranging for basic or special education when needed. (d) Projects to improve the skills and employability of the disadvantaged and participants in the economic and educational opportunity program. (e) Training supervisors and potential supervisors in MUST, in supervision of the disadvantaged youths as well as adults with special problems.	Director, personnel management, training officer, supervisors.	Do.
7. Encourage employees to develop themselves. (a) Disseminate self-development information. (b) Counsel employees as to potential. Encourage them to develop. (c) Assist employees interested in technical or professional positions.	Director, personnel management, district directors, supervisors.	Continuing.
8. Encourage use of programs designed to bring recruits into organization at a lower than usual level with a view toward upgrading, e.g., use of worker-trainee and junior Federal assistant exams and various manpower training programs of Department of Labor, OEO, etc.	Director, personnel management.	Do.
9. Examine qualification standards to insure that barriers to upward mobility do not exist.	do	Dec. 15, 1973.
10. Participation of minority group and female employees in the executive development program and other managerial-type training programs.	Director, personnel management, training officer.	Do.

OBJECTIVE V: TO UTILIZE THE INCENTIVE AWARDS AND PERFORMANCE EVALUATION PROGRAMS TO SUPPORT THE EQUAL EMPLOYMENT OPPORTUNITY CONCEPT

1. Continue to identify and reward supervisors and managers who contribute notably to customs' equal employment opportunity program success.	Regional commissioner, district directors, director, personnel management.	As appropriate.
2. Continue to consider performance in the equal opportunity area in evaluating the effectiveness of supervisors and managers.	do	Do.
3. Counseling of supervisors who are ineffective in promoting the EEO program.	Regional commissioner	Do.

PART D.—ACTION ITEMS—Continued

OBJECTIVE VI: TO INSURE PROMPT, FAIR AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION; AND PROVIDE EQUAL EMPLOYMENT OPPORTUNITY COUNSELING

Action steps	Responsible officials	Target date
1. With the concurrence of the assistant to the commissioner (EEO), the region will appoint and train a sufficient number of equal employment opportunity counselors so dispersed throughout all areas as to be reasonably available to all employees.	District directors, EEO officer, training officer.	Nov. 15, 1972, and continuing.
2. Appropriate disciplinary and corrective action will be taken in cases where facts prove there have been discriminatory practices.	Regional commissioner, director, personnel management, EEO officer.	As needed.
3. Equal employment opportunity counselors and committee members will be provided with information, current directives, and publications in the field of EEO and minority group problems on a continuing basis.	EEO officer	July 1973 and continuing.
4. EEO Counselor reports on precomplaint counseling shall be submitted quarterly to the regional EEO officer.	Counselors, EEO officer	Quarterly.
5. Narrative reports should be submitted on cases handled by counselors along with a synopsis of the problems of the EEO counseling program.	do	Do.
6. Publicize to all employees the names of EEO counselors and customs EEO officers.	EEO officer, public information officer.	Jan. 2, 1973.
7. Publicize the complaint processing system to all employees.	do	Do.
8. Establish and update EEO bulletin boards throughout the region.	EEO officer, district directors	Do.
9. Establish a followup system to insure correction of conditions which led to the filing of a complaint.	EEO officer	Mar. 1, 1973.

Region IX, Chicago, Ill., November 30, 1972, to November 30, 1973

I. OBJECTIVE

The objective of this plan is to assure equal opportunity for all Customs employees.

OBJECTIVE I: TO ADMINISTER THE RESOURCES OF THE BUREAU IN A POSITIVE AND EFFECTIVE MANNER

Action	Responsible officials	Target date
1. EEOO action plan will be revised and updated annually for approval.	EEO officer, personnel officer	Nov. 30, 1973
2. Include numerical goals and timetables to achieve minority group and female hiring. Check the progress of these goals and timetables.	do	Do.
3. Policy statements will be issued annually giving support to the program.	Principal field officers, district directors.	Nov. 30, 1972
4. EEO seminars and meetings will be conducted to create awareness of current EEO responsibilities, problems of specific minority groups which affect employability, and administrative and departmental special programs for minorities and women.	Principal field officers, regional training officer, EEO officer.	Mar. 1, 1973
5. EEO advisory or planning committees will be established in region headquarters. They will be made up of employees from various organizational segments and may include members or officers of employee unions, personnel office employees, EEO officer, minority groups and females, etc. The committee will meet periodically to discuss program matters and exchange views and ideas.	EEO officer	Dec. 31, 1972
6. Submit to the assistant to the Commissioner (EEO) all required reports as designated in appendix C, dated Apr. 29, 1971, of the Federal personnel manual.	do	Do.
7. Region will provide for EEO counselors to submit narrative reports on cases handled and a synopsis of the problems of the EEO counseling program.	EEO counselors	Do.

REGION IX, CHICAGO, ILL., NOVEMBER 30, 1972, TO NOVEMBER 30, 1973—Continued

OBJECTIVE II: TO INSURE THAT RECRUITMENT ACTIVITIES ARE DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES

1. Establish and maintain new contacts with local community groups and colleges which can assist in the recruitment, placement, and improvement of minority group and female employees. Participate on a continuous basis in Job Fairs, Career Days, and other activities which will help to inform minority group and female candidates of employment opportunities.	Principal field officers, district directors, special agents in charge, personnel and EEO officers, regional director, security and audit.	Dec. 1, 1972
2. Conduct recruiting activities and disseminate job information at schools and colleges with substantial minority group or female enrollments. Use minority group and female employees as members of recruiting teams, particularly when recruiting at schools with substantial minority group or female student bodies. Training may be needed to deal with special.	Principal field officers, EEO officer	Apr. 30, 1972
3. Provide EEO training and orientation for all recruiters and selecting officers.	Regional training officer, EEO officer	Mar. 1, 1973
4. Intensify drive to recruit Spanish-surnamed persons, particularly for public contact jobs in areas with heavy Spanish-speaking populations and other major metropolitan areas.	Regional commissioner, special agents in charge, district directors, EEO officer, personnel officer, regional director, security and audit, Spanish-surnamed program coordinator.	Nov. 30, 1972
5. Continue operating special employment programs which will provide participation and developmental work-training opportunities for the economically or educationally disadvantaged.	Personnel officer, EEO officer	Jan. 31, 1973
6. Design and distribute special recruiting brochures and leaflets to attract minority group and female candidates.	do	Mar. 31, 1973
7. Participate in and expand educational programs designed to prepare minority group and female employees for labor market needs, such as work-study and other manpower training programs.	Principal field officers, personnel officer, EEO officer.	Dec. 31, 1972
8. Hire for summer employment, high school and college teachers from schools that serve minority students to give them insight into the operations and programs of the Bureau of Customs.	do	May 31, 1973
9. Make a special effort to inform Spanish-surnamed and other minority veterans of the availability of noncompetitive appointments for Vietnam era veterans, including the GS-5 level.	Principal field officers, regional personnel officer, district directors, EEO officer, Spanish-surnamed program coordinator.	Dec. 31, 1972
10. Periodically survey the needs for special supportive employment and adjustments in work schedules, such as day care centers, part-time employment, etc.	Personnel officer, EEO officer	Mar. 1, 1973

OBJECTIVE III: TO ASSURE THE FULLEST POSSIBLE UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES; TO INSURE THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL AND ADVANCE WITH THEIR ABILITIES (UPWARD MOBILITY)

1. Conduct utilization surveys in order to determine the degree of utilization of employees and to prevent under utilization. Also survey the occupational fields and grade levels of minorities and women to determine their utilization.	Personnel officer, EEO officer	Mar. 1, 1973
2. Assist those employees identified as underutilized in using their skills by encouraging them to apply for positions of greater responsibility which will fully utilize their skills. Disseminate information concerning promotional opportunities and selections for promotion to all employees. Provide for employees at all grade levels to receive consideration for details, training or work assignments that will further utilize past experience and training and prepare employees for promotional possibilities.	EEO officer, management and supervisory personnel, personnel officer.	Mar. 31, 1973
3. Provide equal opportunities in training programs for all employees. This includes both outside and within service training and on-the-job training. Include in all orientation training for new employees a segment which deals with Customs equal employment policy and the employment opportunities in Customs. Include in all supervisory and management training programs a segment which provides EEO orientation and training.	Management and supervisory personnel, regional training officer, EEO officer.	Mar. 1, 1973
4. Conduct periodic reviews of promotions, details, and reassignment actions and take corrective action where indicated.	Personnel officer, EEO officer	June 1, 1973
5. Review screening, ranking, and evaluation procedures to insure maximum validity for objective and equitable selection.	Principal field officers, personnel officer, EEO officer, training officer, district directors.	Mar. 31, 1973

REGION IX, CHICAGO, ILL., NOVEMBER 30, 1972, TO NOVEMBER 30, 1973—Continued

OBJECTIVE III: TO ASSURE THE FULLEST POSSIBLE UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES; TO INSURE THAT EQUAL OPPORTUNITIES ARE AVAILABLE TO ALL EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL AND ADVANCE WITH THEIR ABILITIES (UPWARD MOBILITY)—Con.

Action	Responsible officials	Target date
6. Establish special, positive training programs for employees, including minority group persons and women who have demonstrated capacity for growth and advancement, and whose planned education or training is relevant to their current or prospective responsibilities.	Personnel officer, EEO officer, training officer.	Mar. 31, 1973
7. Review and analyze occupational areas periodically to identify low-grade dead-end positions and redesign specific jobs and career guidelines to provide greater career opportunities, lateral movement in related fields and flexibility in entrance requirements.	do	Do
8. Identify, train, and develop for upward mobility; interested and qualified employees in lower grades by such activities as: (a) Upgrading of clerical, technical, and professional skills; (b) Providing special training, coaching, and work experience when needed; (c) Arranging for basic or special education when needed; (d) Projects to improve the skills and employability of the disadvantaged and participants in the economic and educational opportunity program; (e) Training supervisors in MUST, in supervision of the disadvantaged youths as well as adults with special problems.	Principal field officers, personnel officer, EEO officer, training officer, district directors.	June 1, 1972
9. Encourage employee self-development by providing counseling and assistance when needed.	Personnel officer, training officer, EEO officer.	Feb. 1, 1973
10. Encourage use of programs designed to bring recruits into the organization at a lower level than usual with a view toward upgrading.	Personnel officer, EEO officer	Do.

OBJECTIVE IV: TO UTILIZE THE INCENTIVE AWARDS AND PERFORMANCE EVALUATION PROGRAMS TO SUPPORT THE EQUAL EMPLOYMENT OPPORTUNITY CONCEPT

1. Recognition will be given to supervisors and managers who contribute notably to the success of Customs' EEO program. Bureau circular PER-4-PER, dated April 6, 1972.	Principal field officers, district directors.	Dec. 31, 1972
2. Continue to consider performance in the equal opportunity area in evaluating the effectiveness of supervisors and managers.	Principal field officers, district directors, EEO officer, personnel officer.	Mar. 1, 1973

OBJECTIVE V: TO BE SURE THAT TOP MANAGEMENT IS INVOLVED IN COMMUNITY PROGRAMS WHICH HAVE A POSITIVE EFFECT ON EMPLOYABILITY

1. Cooperate with other Treasury bureaus through Federal executive boards and associations in spearheading community action projects which have a positive effect on employability. In the absence of FEB of FEA, customs officials should assume leadership in spearheading such community action programs.	Principal field officers, district directors, port directors.	Feb. 1, 1973
2. Assist minority group employees in finding suitable housing and transportation if difficulty in obtaining such serves as a barrier to employment of minority groups in a particular area. Inform minority group employees and prospective employees of available assistance.	do	Do.
3. Become familiar with the activities of fair housing organizations and establish relations with them whereby employees may receive information and assistance. Insure that any listing of housing posted on office bulleting boards is offered on an open occupancy basis.	do	Do.

REGION IX, CHICAGO, ILL., NOVEMBER 30, 1972, TO NOVEMBER 30, 1973—Continued

OBJECTIVE VI: TO PROVIDE FOR THE ESTABLISHMENT AND MAINTENANCE OF AN INTERNAL PROGRAM EVALUATION SYSTEM

1. The program will be evaluated quarterly and summaries of program information will be submitted annually. Bureau circular PER-16-EEO, dated May 8, 1970, outlines the guidelines and instructions for evaluating the program and for submitting summaries of program activity.	Principal field officers, EEO officer, personnel officer.	Dec. 31, 1972.
2. Statistical data will be maintained on the employment of minority group and female employees in Customs.	EEO officer, personnel officer	Do.
3. Statistical and program data will be analyzed and reviewed in order to determine program needs, conditions requiring corrective action, employment patterns and trends, recruiting needs, promotional opportunities, etc.	Principal field officers, personnel officer, EEO officer.	Do.

OBJECTIVE VII: TO INSURE PROMPT, FAIR, AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION; AND PROVIDE EQUAL EMPLOYMENT OPPORTUNITY COUNSELING

1. EEO officers and counselors, at region headquarters and in the field offices, will be responsible for implementing the program and handling the complaints of discrimination as appropriate.	EEO officer, EEO counselors	Dec. 1, 1972.
2. Appropriate disciplinary and corrective action will be taken in cases where the investigation proves there has been discriminatory practices.	Principal field officers, EEO officer	Dec. 31, 1972.
3. To create an atmosphere of awareness and to continually emphasize the program, the region will disseminate general program information on accomplishments and activities in EEO, its action plans, etc., to field officers.		
4. Publicize the names of bureau and region equal employment officers and counselors.	EEO officer	Do.
5. EEO counselors will be replaced and trained as needed	EEO officer, personnel officer, training officer.	Dec. 1, 1972.

II. GOALS AND TIMETABLES

The establishment of numerical employment goals and timetables is a useful management concept that can significantly enhance EEO objectives where the use of such goals will contribute to the resolutions of equal employment opportunity problems. Affirmative action to attain goals must be carried out within the context of the merit system for Federal employment. The established Regional numerical goals are valid *only* during periods of full employment and normal attrition. During other periods, some adjustments in the numerical goals are necessary.

Goals and timetables	Responsibility and completion date
SECURITY AND AUDIT (ACTION STEP)	
Appoint 1 minority candidate to the position of criminal investigator, GS-5/12	Regional director, security and audit; Dec. 1, 1973.
OFFICE OF INVESTIGATIONS (ACTION STEPS)	
1. Appoint or promote 5 minority candidates to the positions of special agent, GS-5/12.	Special agents in charge, Nov. 30, 1973.
2. Appoint or promote 3 female candidates to the positions of special agent, GS-5/12.	Do.
REGION (ACTION STEPS)	
1. Promote 1 female to the position of operations officer, GS-9/13	Regional commissioner, Nov. 30, 1973.
2. Promote 1 female to the position of operating accountant, GS-5/11	Do.
CHICAGO (ACTION STEPS)	
1. Promote at least 1 female to the grade of GS-12	District Director, Nov. 30, 1973.
2. Promote at least 1 female to the position of inspector, GS-11	Do.
3. Promote and/or appoint at least 2 minorities to the position of inspector, GS-5/7.	Do.
4. Promote and/or appoint at least 2 minorities to the position of import specialist, GS-5/7.	Do.
5. Promote and/or appoint at least 2 females to the position of inspector, GS-5/7	Do.
6. Promote and/or appoint at least 2 females to the position of import specialist, GS-5/7	Do.
7. Promote at least 1 minority male to the position of inspector, GS-11	Do.

Goals and timetables	Responsibility and completion date
CLEVELAND (ACTION STEPS)	
1. Appoint and/or promote at least 2 females to the position of customs inspector, GS-5/7.	Do.
2. Appoint and/or promote 2 females to the position of import specialist, GS-5/7	Do.
3. Appoint and/or promote 2 minorities to the position of customs inspector, GS-5/7.	Do.
4. Appoint and/or promote 2 minorities to the position of import specialist, GS-5/7.	Do.
5. Promote 1 minority to the position of customs inspector, GS-11	Do.
DETROIT (ACTION STEPS)	
1. Appoint and/or promote 4 minorities to the position of customs inspector, GS-5/7.	Do.
2. Appoint and/or promote 4 minorities to the position of import specialist, GS-5/7.	Do.
3. Appoint and/or promote 2 females to the position of customs inspector, GS-5/7.	Do.
4. Appoint and/or promote 2 females to the position of import specialist, GS-5/7	Do.
5. Promote 1 minority to the grade of GS-12	Do.
DULUTH (ACTION STEPS)	
1. Appoint at least 1 American Indian to the position of customs inspector, GS-5/7.	Do.
2. Appoint and/or promote at least 1 female to the position of customs inspector, GS-5/7.	Do.
MILWAUKEE (ACTION STEPS)	
1. Appoint and/or promote at least 1 minority to the position of customs inspector, GS-5/7.	Do.
2. Appoint and/or promote at least 1 minority to the position of import specialist, GS-5/7.	Do.
3. Appoint and/or promote at least 1 female to the position of customs inspector, GS-5/7.	Do.
MINNEAPOLIS (ACTION STEPS)	
1. Appoint at least 1 minority to the position of customs inspector, GS-5/7	Do.
2. Appoint at least 1 minority to the position of import specialist, GS-5/7	Do.
PEMBINA (ACTION STEPS)	
1. Appoint at least 1 American Indian to the position of customs inspector, GS-5/7.	Do.
2. Appoint at least 2 females to the position of customs inspector, GS-5/7	Do.
ST. LOUIS (ACTION STEPS)	
1. Appoint and/or promote 1 female to the position of customs inspector, GS-5/7.	Do.
2. Promote 1 minority to the grade of GS-11	Do.

III. ALLOCATION OF PERSONNEL AND RESOURCES FOR EEO

U.S. CUSTOMS, REGION IX, CHICAGO, ILL.

	Full time	Part time
A. EEO program personnel:		
Equal opportunity officer	X	
Federal women's program coordinators (2)		X
16-point program coordinator		X
EEO counselors (3)		X
Discrimination complaint investigators		X
	Man-years (percent)	**Amount**
B. Personnel and fiscal resources:		
1. EEO counseling	10	$1,400
2. Complaint processing	35	5,100
3. EEO program administration	70	10,000
4. EEO subject matter training	35	5,100

IV. Report of Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials concerned with administration of the EEO Program including the following: EEO Officers, Federal Women's Program Coordinator, Sixteen-Point Program Coordinator for the Spanish Speaking, and other EEO Staff Officials have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

NORVEL P. WEST, EQUAL OPPORTUNITY OFFICER

Mr. Norvel P. West is the coordinator for a free career guidance and college placement organization that works with minority groups in the Chicago area. He is the Special Representative for the North Central Province of the Kappa Alpha Psi Fraternity on Human Relations. In addition to the above organization, he is a member of the Chicago Chapter of the JC's. Mr. West served as Personnel Officer for one of the United States Army Special Forces Groups (Airborne) at Fort Bragg, North Carolina from September 1960 to January 1964. He was in charge of General Services Administration minority recruitment program from May 1966 to September 1969. Mr. West has served as Region IX Equal Employment Opportunity Officer since June 1970. Since his appointment to the position of EEOO, he has attended the following courses:

Equal Employment Opportunity Counseling—February 3-5, 1970.—Course focused on Cultural Understanding and Awareness; How the Discrimination Complaint System Works; The Counselor's Key Roles, and Psychological Needs of the Complainant.

Investigating Complaints of Discrimination—May 19-21, 1971.—This course was designed to enable participants to carry out the process of investigating complaints of discrimination, from the origin of the case to the final report.

Advanced Equal Employment Opportunity Counseling—May 9-11, 1972.—Topics covered include EEO program today; Counselor participation in the complaint system; organizational relationships of the counselor; intercultural understanding, and advanced counseling techniques.

JANET JOHNSON, EEO COUNSELOR

Janet (Jenny) Johnson was born in Ames, Iowa in 1948, but she was raised in the western suburbs of Chicago, Illinois.

Miss Johnson graduated from Northwestern University in June 1970, with a B.S.J. in Journalism. While at Northwestern she was very active in student activities and student government.

Miss Johnson joined the Bureau of Customs in October 1970 as an Import Specialist at the Port of Chicago. She passed the Import Specialist Proficiency Test in March 1972. She is presently an acting Team Chief in the Chicago District.

Miss Johnson is currently working toward a master's degree in Sociology.

She has completed the Civil Service Commission's basic Equal Employment Opportunity Counselor's Course.

CHARLES A. WADE, JR., EEO COUNSELOR

Charles A. Wade, Jr. was born in Wilder, Virginia in 1921. After graduating from Excelsior High School in 1939, he was employed by the Railway Postal Service for a period of eighteen months. In 1942 he was called to service with the 93rd Infantry Division in the Judge Advocate and Finance Division and later attended the Armed Forces Institute of Finance at New Caledonia for a period of nine months. He was awarded the Bronze Star Medal and a personal citation for outstanding service and was discharged in January 1946.

Mr. Wade joined the Treasury Department, Bureau of Accounts, in March 1946 where he worked until joining the Customs Service in June 1957. During this time he attended the Cleveland Institute of Art and Cooper's School of Art, needing only eleven hours to complete the requirements for a degree. During his service with Customs, he has held the positions of Fiscal Accountant, Administrative Fiscal Officer and Administrative Officer. He is presently a Customs Inspector.

For the past fifteen years, Mr. Wade has been very active in community, school and church activities and has served as Vice President of the Mt. Pleasant Area Community Council for two years and as Financial Secretary for the same organization for a like period. He organized and chaired his neighborhood Community Club for a period of seven years and has served as a member of his Church Board for the past five years.

He is married and has three children.

CLARENCE W. REDLEY, EEO COUNSELOR

Clarence W. Redley attended Henry Ford Community College (1952–1954). He received a diploma in Business Administration from the Detroit Institute of Commerce in 1956. He worked as a clerk with the United States Post Office until he joined Customs in October 1956. He served two years in the Armed Forces (1957–1959). Presently, he is an Import Specialist.

In the fall of 1966, he became an active member of the Federal Executive Association's Recruitment Subcommittee. Under this committee he assumed the role of Senior Counselor and coordinated recruitment efforts for the Federal Government at one of Detroit's inner city high schools. Through group and individual counseling, students were introduced to various employment opportunities with the Federal Government and encouraged to further their education This program is still in operation. He worked with two of Detroit's business schools and encouraged officials to up-grade their courses to include at least ninety (90) quarter hours of credit so that graduates would qualify under the Junior Federal Assistant examination.

For the past three years, he has taken a personal interest in enrollees of the Neighborhood Youth Corps assigned to the Customs Service. He assists them with their personal problems and puts forth an effort to motivate them to help themselves. Through this effort, some of the enrollees have been placed in full-time employment.

Recently, he was designated as the local Deputy Equal Employment Opportunity Officer. In this capacity, he is taking steps to provide a practical program that will insure an equal opportunity for all.

He is active in church and community groups of the downriver area.

He is married and has one daughter.

JOHN M. UTZ, SIXTEEN-POINT PROGRAM COORDINATOR FOR THE SPANISH SPEAKING

John M. Utz developed a strong penchant for languages while attending an international postgraduate college in Italy. He received an M.A. in languages from the Catholic University in Washington, D.C., and subsequently taught high school languages south of Chicago in Momence, Illinois.

For three years thereafter he was a vocational counselor for a religious organization in Chicago. He began studying for an M. Ed. degree with a specialty in Guidance and Counseling at Loyola University and at present is six credit hours short of obtaining the degree.

He worked many hours in Spanish speaking areas, particularly around the near South side before the spread of University of Illinois, Chicago Circle, took over much of that area. He likewise worked in the predominately Mexican area in South Chicago near the Steel Mills.

His fluency in Spanish and his contacts in the Spanish speaking areas of Chicago are both helpful in his role as coordinator of the EEO Program for the Spanish Surnamed.

GERTRUDE F. POCH, FEDERAL WOMEN'S PROGRAM COORDINATOR

During the period 1950 to 1966, Mrs. Poch served as Personnel Officer, GS–9/10, to five field officials in the U.S. Customs offices in the Chicago area, which offices had a total complement of 290 employees. She functioned in an advisory capacity in all facets of personnel management to the five field officials, covering employee relations, staffing, position classification, etc.

She attended the University of Chicago at night during the periods 1954 to 1958 and 1956 to 1962, receiving certificates of completion in the Basic Program of Studies in Executive Development and the Program of Liberal Education for Adults.

Currently she is serving as Personnel Management Specialist, GS–11, and has been designated as Federal Women's Program Coordinator for Region IX.

V. REGION IX STATISTICAL DATA

REGION OFFICE

Pay plan	Total		Negro		Spanish		Indian		Oriental		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-16	1	0	0	0	0	0	0	0	0	0	1	0
GS-15	3	0	0	0	0	0	0	0	0	0	3	0
GS-14	2	0	0	0	0	0	0	0	0	0	2	0
GS-13	10	0	1	0	1	0	0	0	0	0	8	0
GS-12	11	2	1	0	0	0	0	0	0	0	10	2
GS-11	7	7	2	4	0	0	0	0	0	0	5	3
GS-10	0	0	0	0	0	0	0	0	0	0	0	0
GS-9	4	6	1	2	0	0	0	0	0	0	3	4
GS-8	0	0	0	0	0	0	0	0	0	0	0	0
GS-7	2	9	0	3	0	1	0	0	0	2	2	3
GS-6	1	12	0	4	0	0	0	0	0	1	1	7
GS-5	4	13	0	3	0	0	0	0	0	0	4	10
GS-4	0	5	0	0	0	0	0	0	0	0	0	5
GS-3	0	5	0	1	0	0	0	0	0	0	0	4
WG-8	2	0	2	0	0	0	0	0	0	0	0	0
Total	47	59	7	17	1	1	0	0	0	3	39	38

CHICAGO

GS-15	1	0	0	0	0	0	0	0	0	0	1	0
GS-14	3	0	0	0	0	0	0	0	0	0	3	0
GS-13	3	0	0	0	0	0	0	0	0	0	3	0
GS-12	19	1	1	0	0	0	0	0	0	0	18	1
GS-11	35	4	1	0	2	0	0	0	0	0	32	4
GS-10	2	0	0	0	0	0	0	0	0	0	2	0
GS-9	29	4	2	0	1	0	0	0	0	0	26	4
GS-8	0	3	0	2	0	0	0	0	0	0	0	1
GS-7	19	9	3	3	0	0	0	0	0	0	16	6
GS-6	23	11	10	2	0	0	0	0	0	0	13	9
GS-5	18	28	2	7	0	0	0	0	0	0	16	21
GS-4	2	6	1	1	0	0	0	0	0	0	1	5
GS-3	1	2	0	0	0	0	0	0	0	0	1	2
WL-6	2	0	2	0	0	0	0	0	0	0	0	0
WL-6	8	0	3	0	0	0	0	0	0	0	5	0
WG-3	1	0	1	0	0	0	0	0	0	0	0	0
Total	166	68	26	15	3	0	0	0	0	0	137	53

CLEVELAND

GS-15	1	0	0	0	0	0	0	0	0	0	1	0
GS-14	2	0	0	0	0	0	0	0	0	2	2	0
GS-13	2	0	0	0	0	0	0	0	0	0	2	0
GS-12	14	1	0	0	0	0	0	0	0	0	14	1
GS-11	17	0	0	0	0	0	0	0	0	0	17	0
GS-10	3	0	0	0	0	0	0	0	0	0	3	0
GS-9	36	0	3	0	0	0	0	0	0	0	33	0
GS-8	1	0	0	0	0	0	0	0	0	0	1	0
GS-7	17	4	0	0	0	0	0	0	0	0	17	4
GS-6	4	6	0	0	0	0	0	0	0	0	4	6
GS-5	3	9	1	1	0	0	0	0	0	0	2	8
GS-4	0	5	0	0	0	0	0	0	0	0	0	5
WG-1	1	0	0	0	0	0	0	0	0	0	1	0
Total	101	25	4	1	0	0	0	0	0	0	97	24

V. REGION IX STATISTICAL DATA—Continued

DETROIT

Pay plan	Total		Negro		Spanish		Indian		Oriental		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-15	2	0	0	0	0	0	0	0	0	0	2	0
GS-14	2	0	0	0	0	0	0	0	0	0	2	0
GS-13	7	0	0	0	0	0	0	0	0	0	7	0
GS-12	25	1	2	0	0	0	0	0	0	0	23	1
GS-11	57	2	3	0	0	0	0	0	0	0	54	2
GS-10	1	0	0	0	0	0	0	0	0	0	1	0
GS-9	69	3	1	0	2	0	0	0	0	0	66	3
GS-8	0	1	0	1	0	0	0	0	0	0	0	0
GS-7	23	11	2	3	0	0	0	0	0	0	21	8
GS-6	10	8	3	1	0	0	0	0	0	0	7	7
GS-5	18	24	4	4	0	0	0	0	0	0	14	20
GS-4	0	8	0	2	0	0	0	0	0	0	0	6
GS-3	0	3	0	0	0	0	0	0	0	0	0	3
WG-6	1	0	1	0	0	0	0	0	0	0	0	0
WG-5	1	0	0	0	0	0	0	0	0	0	1	0
Total	216	61	16	11	2	0	0	0	0	0	198	50

DULUTH

GS-14	1	0	0	0	0	0	0	0	0	0	1	0
GS-13	2	0	0	0	0	0	0	0	0	0	2	0
GS-12	3	0	0	0	0	0	0	0	0	0	3	0
GS-11	8	0	0	0	0	0	0	0	0	0	8	0
GS-10	0	0	0	0	0	0	0	0	0	0	0	0
GS-9	14	0	0	0	0	0	0	0	0	0	14	0
GS-8	0	1	0	0	0	0	0	0	0	0	0	1
GS-7	4	0	0	0	0	0	0	0	0	0	4	0
GS-6	1	2	0	0	0	0	0	0	0	0	1	2
GS-5	1	2	0	0	0	0	0	0	0	0	1	2
GS-4	0	2	0	0	0	0	0	0	0	0	0	2
GS-3	0	1	0	0	0	0	0	0	0	0	0	1
Total	34	8	0	0	0	0	0	0	0	0	34	8

MILWAUKEE

GS-14	1	0	0	0	0	0	0	0	0	0	1	0
GS-13	2	0	0	0	0	0	0	0	1	0	1	0
GS-12	2	0	0	0	0	0	0	0	0	0	2	0
GS-11	3	0	0	0	0	0	0	0	0	0	3	0
GS-10	0	0	0	0	0	0	0	0	0	0	0	0
GS-9	5	1	0	0	0	0	0	0	0	0	5	1
GS-8	0	1	0	1	0	0	0	0	0	0	0	0
GS-7	6	0	0	0	0	0	0	0	0	0	6	0
GS-6	0	2	0	0	0	0	0	0	0	0	0	2
GS-5	0	1	0	1	0	0	0	0	0	0	0	0
GS-4	0	2	0	0	0	0	0	0	0	0	0	2
Total	19	7	0	2	0	0	0	0	1	0	18	5

MINNEAPOLIS

GS-14	0	1	0	0	0	0	0	0	0	0	0	1
GS-13	2	0	0	0	0	0	0	0	0	0	2	0
GS-12	3	0	0	0	0	0	0	0	0	0	3	0
GS-11	8	1	0	0	0	0	0	0	0	0	8	1
GS-10	0	0	0	0	0	0	0	0	0	0	0	0
GS-9	7	0	1	0	0	0	0	0	0	0	6	0
GS-8	0	1	0	0	0	0	0	0	0	0	0	1
GS-7	3	1	0	0	0	0	0	0	0	0	3	1
GS-6	1	2	0	0	0	0	0	0	0	0	1	2
GS-5	1	3	0	0	0	0	0	0	0	0	1	3
GS-4	0	1	0	0	0	0	0	0	0	0	0	1
WG-6	4	0	2	0	0	0	0	0	0	0	2	0
Total	29	10	3	0	0	0	0	0	0	0	26	10

V. REGION IX STATISTICAL DATA—Continued

PEMBINA

Pay plan	Total		Negro		Spanish		Indian		Oriental		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-14	1	0	0	0	0	0	0	0	0	0	1	0
GS-13	2	0	0	0	0	0	0	0	0	0	2	0
GS-12	5	0	0	0	0	0	0	0	0	0	5	0
GS-11	8	0	0	0	0	0	0	0	0	0	8	0
GS-10	5	0	0	0	0	0	0	0	0	0	5	1
GS-9	30	1	0	0	0	0	1	0	0	0	29	1
GS-8	0	1	0	0	0	0	0	0	0	0	0	1
GS-7	1	1	0	0	0	0	0	0	0	0	1	1
GS-6	0	1	0	0	0	0	0	0	0	0	0	4
GS-5	1	4	0	0	0	0	0	0	0	0	1	0
GS-4	1	0	0	0	0	0	0	0	0	0	1	0
Total	54	8	0	0	0	0	1	0	0	0	53	8

ST. LOUIS

GS-14	1	0	0	0	0	0	0	0	0	0	1	0
GS-13	3	0	0	0	0	0	0	0	0	0	3	0
GS-12	4	0	0	0	0	0	0	0	0	0	4	0
GS-11	6	0	0	0	0	0	0	0	0	0	6	0
GS-10	0	0	0	0	0	0	0	0	0	0	0	0
GS-9	6	0	3	0	0	0	0	0	0	0	3	1
GS-8	0	1	0	0	0	0	0	0	0	0	0	1
GS-7	3	1	0	0	0	0	0	0	0	0	3	4
GS-6	0	4	0	0	0	0	0	0	0	0	0	5
GS-5	0	5	0	0	0	0	0	0	0	0	0	0
GS-4	0	0	0	0	0	0	0	0	0	0	0	3
GS-3	0	3	0	0	0	0	0	0	0	0	0	3
Total	23	14	3	0	0	0	0	0	0	0	20	14

SECURITY AND AUDIT

GS-15	1	0	0	0	0	0	0	0	0	0	1	0
GS-14	2	0	0	0	0	0	0	0	0	0	2	0
GS-13	2	0	0	0	0	0	0	0	0	0	2	0
GS-12	4	0	0	0	0	0	0	0	0	0	4	0
GS-11	1	0	0	0	0	0	0	0	0	0	1	0
GS-10	0	0	0	0	0	0	0	0	0	0	0	0
GS-9	2	0	0	0	0	0	0	0	0	0	2	0
GS-8	0	0	0	0	0	0	0	0	0	0	0	0
GS-7	3	3	0	0	0	0	0	0	0	0	3	3
Total	15	3	0	0	0	0	0	0	0	0	15	3

OFFICE OF INVESTIGATIONS

GS-14	5	0	0	0	0	0	0	0	0	0	5	0
GS-13	19	0	0	0	0	0	0	0	1	0	18	0
GS-12	25	0	0	0	0	0	0	0	0	0	25	0
GS-11	24	0	0	0	1	0	0	0	0	0	23	0
GS-10	0	0	0	0	0	0	0	0	0	0	0	0
GS-9	46	0	1	0	0	0	0	0	0	0	45	0
GS-8	0	1	0	0	0	0	0	0	0	0	0	1
GS-7	123	6	2	0	1	0	0	0	0	0	120	6
GS-6	0	9	0	0	0	0	0	0	0	0	0	9
GS-5	45	18	2	2	2	0	0	0	1	0	40	16
GS-4	0	6	0	1	0	0	0	0	0	0	0	5
Total	287	40	5	3	4	0	0	0	2	0	276	37

REGION IX REGIONAL HEADQUARTERS

POSITION POPULATION AS OF SEPT. 30, 1972

Series	Position title	Grade	Total	Men	Women	Percentage of women
G-0201	Personnel officer	13	1	1	0	0
G-0201	Personnel management specialist	9-12	6	2	4	66.7
G-0203	Personnel assistant	7	1	0	1	100.0
G-0203	Personnel clerk	6	3	0	3	100.0
G-0221	Pos. class. specialist	12	1	1	0	0
G-0235	Emp. devl. officer	12	1	1	0	0
G-0301	Asst. reg. comm. (oper.)	15	1	1	0	0
G-0301	Supv. operations officer	15	1	1	0	0
G-0301	Operations officer	11-13	7	7	0	0
G-0301	Incentive awards coordinator	7	1	0	1	100.0
G-0301	Collection officer	6	1	0	1	100.0
G-0312	Clerk-stenographer	3-5	5	0	5	100.0
G-0318	Secretary	9	1	0	1	100.0
G-0318	do	5-6	6	0	6	100.0
G-0322	Clerk-typist	3-4	4	0	4	100.0
G-0340	Regional commissioner	16	1	1	0	0
G-0341	Asst. reg. comm. (adm.)	15	1	1	0	0
G-0341	Administrative officer	11	1	1	0	0
G-0341	do	7	1	0	1	00.0
G-0341	Administrative assistant	9	1	1	0	0
G-0343	Management analysis officer	13	1	1	0	0
G-0343	Management analyst	11	1	1	0	0
G-0344	Management assistant	4	1	0	1	100.0
G-0505	Financial manager	14	1	1	0	0
G-0510	Accounting officer	13	1	1	0	0

CHICAGO DISTRICT (POPULATION OCCUPANCY: WOMEN, 28.4 PERCENT; MEN, 71.6 PERCENT)

G-0301	District director	15	1	1	0	0
G-0301	Assistant district director	14	3	3	0	0
G-0301	Import control officer	13	1	1	0	0
G-0301	do	9	1	0	1	100.0
G-0301	Port director	10	2	2	0	0
G-0301	Office service clerk	5	1	1	0	0
G-0301	Clerk; man. clerk; FPF clerk	3-5	10	2	8	81.8
G-0301	Teller	7	1	0	1	100.0
G-0312	Clerk-stenographer	4-5	2	0	2	100.0
G-0318	Secretary	5-7	5	0	5	100.0
G-0322	Clerk-typist	3-4	2	0	2	100.0
G-0341	Administrative officer	9	1	0	1	100.0
G-0530	Supervisory cashier	8	1	0	1	100.0
G-0963	Miscellaneous doc. examiner	7-8	4	1	3	75.0
G-1889	Import specialist	5-13	49	41	8	16.3
G-1890	Customs inspector	5-13	83	74	9	10.8
G-1895	Customs warehouse officer	5-7	13	13	0	0
G-1897	Customs aid	4-7	49	23	26	53.0
G-1897	Supv. customs aid	7-9	3	0	3	100.0
W-3502	Cargo handler	3	1	1	0	0
W-5703	Driver-messenger	4	1	1	0	0
W-7002	Opr.-verifier-packer	5-6	12	12	0	0
Total			246	176	70	

CLEVELAND DISTRICT (POPULATION OCCUPANCY: WOMEN, 18.9 PERCENT; MEN, 81.1 PERCENT)

G-0301	District director	15	1	1	0	0
G-0301	Assistant district director	14	2	2	0	0
G-0301	Port director	9-13	12	12	0	0
G-0301	Cashier	7	1	0	1	100.0
G-0301	FPF clerk; offc serv. clerk	4	2	0	2	100.0
G-0318	Secretary	6-7	3	0	3	100.0
G-0322	Clerk-typist	4	3	0	3	100.0
G-0963	Miscellaneous doc. examiner	7-8	2	2	0	0
G-1889	Import specialist	5-13	29	25	4	13.8
G-1890	Customs inspector	5-12	48	48	0	0
G-1895	Customs warehouse officer	6	6	6	0	0
G-1897	Customs aid	4-7	20	8	12	55.0
G-0085	Guard	4	3	3	0	0
Total			132	107	25	

REGION IX REGIONAL HEADQUARTERS—Continued

POSITION POPULATION AS OF SEPT. 30, 1972—Continued

DETROIT DISTRICT (POPULATION OCCUPANCY: WOMEN, 22.6 PERCENT; MEN, 77.4 PERCENT)

Series	Position title	Grade	Total	Men	Women	Percentage of women
G-0301	District director	15	1	1	0	0
G-0301	Deputy district director	15	1	1	0	0
G-0301	Assistant district director	14	1	1	0	0
G-0301	do	13	1	1	0	0
G-0301	Port director	10/14	4	4	0	0
G-0301	Import control officer	13	1	1	0	0
G-0301	Cus. dog handler	7	1	1	0	9
G-0301	Teller	7	5	0	5	100.0
G-0301	Office service clerk	5	1	1	0	0
G-0301	Manifest clerk	4	3	0	3	100.0
G-0312	Clerk-stenographer	5	1	0	1	100.0
G-0318	Secretary	6-7	2	0	2	100.0
G-0322	Clerk-typist	3-4	4	0	4	100.0
G-0341	Administrative officer	11	1	0	1	100.0
G-0530	Supervisory cashier	8	1	0	1	100.0
G-0963	Miscellaneous document examiner	5-9	4	2	2	50.0
G-1899	Import specialist	7-13	40	37	3	7.5
G-1890	Customs inspector	5-13	169	157	12	7.1
G-1895	Customs warehouse officer	6	9	9	0	0
G-1897	Supervisory customs aid	9	1	0	1	100.0
G-1897	Customs aid	4-6	35	5	30	85.7
W-5703	Motor vehicle operator	5	1	1	0	0
W-7002	Operator-verifier-packer	6	1	1	0	0
Total		288	223	65		

DULUTH DISTRICT (POPULATION OCCUPANCY: WOMEN,19.5 PERCENT; MEN, 80.5 PERCENT)

G-0301	District director	14	1	1	0	0
G-0301	Assistant district director	13	1	1	0	0
G-0301	do	12	1	1	0	0
G-0301	Port director	11-12	2	2	0	0
G-0312	Clerk-stenographer	4	1	0	1	100.0
G-0318	Secretary	6	1	0	1	100.0
G-0322	Clerk-typist	3	1	0	1	100.0
G-0341	Administrative officer	8	1	0	1	100.0
G-1889	Import specialist	9-12	5	5	0	0
G-1890	Customs inspector	7-11	22	22	0	0
G-1895	Customs warehouse officer	6	1	1	0	0
G-1897	Customs aid	4-6	4	0	4	100.0
Total			41	33	8	

MILWAUKEE DISTRICT (POPULATION OCCUPANCY: WOMEN, 26.9 PERCENT; MEN, 73.1 PERCENT)

G-0301	District director	14	1	1	0	0
G-0301	Assistant district director	13	2	2	0	0
G-0301	Port director	9	2	2	0	0
G-0301	Import control officer	9	1	0	0	100.0
G-0312	Clerk-stenographer	4	1	0	1	100.0
G-0341	Administrative officer	8	1	0	1	100.0
G-0963	Miscellaneous doc. examiner	6	1	0	1	100.0
G-1889	Import specialist	5-11	4	4	0	0
G-1890	Customs inspector	5-11	8	8	0	0
G-1897	Customs aid	4	4	2	2	50.0
G-0530	Teller	6	1	0	1	100.0
Total			26	19	7	

MINNEAPOLIS DISTRICT (POPULATION OCCUPANCY: WOMEN, 26.3 PERCENT; MEN, 73.7 PERCENT)

G-0301	District director	14	1	0	1	100.0
G-0301	Assistant district director	13	2	2	0	0
G-0318	Secretary	5	1	0	1	100.0
G-0341	Administrative officer	8	1	0	1	100.0
G-0530	Teller	5	1	0	1	100.0
G-1889	Import specialist	7-12	10	9	1	10.0
G-1890	Customs inspector	5-12	11	10	1	9.0
G-1897	Customs aid	4-7	5	1	4	80.0
W-7002	Operator-verifier-packer	6	6	6	0	0
Total			38	28	10	

REGION IX REGIONAL HEADQUARTERS—Continued

POSITION POPULATION AS OF SEPT. 30, 1972—Continued

PEMBINA DISTRICT (POPULATION OCCUPANCY: WOMEN, 10.9 PERCENT; MEN, 89.1 PERCENT)

Series	Position title	Grade	Total	Men	Women	Percentage of women
G-0301	District director	14	1	1	0	0
G-0301	Assistant district director	13	2	2	0	0
G-0301	Port director	9-12	21	21	0	0
G-0301	Fines, pen. and forf. clerk	5	1	0	1	100.0
G-0341	Administrative officer	8	1	0	1	100.0
G-0530	Teller	5-6	2	0	2	100.0
G-1889	Import specialist	9-12	6	5	1	16.7
G-1890	Customs inspector	7-12	36	35	1	2.8
G-1897	Customs aid	4-5	3	1	2	66.7
Total			73	65	8	

ST. LOUIS DISTRICT (POPULATION OCCUPANCY: WOMEN, 37.8 PERCENT; MEN, 62.2 PERCENT)

G-0301	District director	14	1	1	0	0
G-0301	Assistant district director	13	2	2	0	0
G-0301	Port director	12	1	1	0	0
G-0301	Fines, penalty and forfeit clerk	5	1	0	1	100.0
G-0318	Secretary	5	1	0	1	100.0
G-0322	Clerk-typist	4	1	0	1	100.0
G-0341	Administrative officer	8	1	0	1	100.0
G-0530	Teller	6	2	0	2	100.0
G-1889	Import specialist	7-12	8	7	1	12.5
G-1890	Customs inspector	7-12	12	12	0	0
G-1897	Customs aid	4-6	7	0	7	100.0
Total			37	23	14	

REGION IX—POPULATION OF WOMEN IN CAREER-LADDER POSITIONS AS OF SEPT. 30, 1972

Series	Position title	Regional office	Chicago	Cleveland	Detroit	Duluth	Milwaukee	Minneapolis	Pembina	St. Louis	Total
301	Operations officer	0	0	0	0	0	0	0	0	0	0
510	Operations accountant.	0	0	0	0	0	0	0	0	0	0
1320	Chemist	2	0	0	0	0	0	0	0	0	2
1889	Import specialist	0	8	4	3	0	0	1	1	1	18
1890	Customs inspector	0	9	0	12	0	0	1	1	0	23
1894	Customs liquidator	8	0	0	0	0	0	0	0	0	8
Total		10	17	4	15	0	0	2	2	1	51

MEN OCCUPYING CAREER-LADDER POSITIONS

Series:	
301	7
510	5
1320	6
1889	133
1890	366
Total	517

Population occupancy (percent):	
Women	9
Men	91

REGION IX—TOTAL EMPLOYEE POPULATION AS OF SEPT. 30, 1972

	Regional office	Chicago	Cleveland	Detroit	Duluth	Milwaukee	Minneapolis	Pembina	St. Louis	Total
Men	47	176	109	222	33	19	28	65	23	722
Percent	(44)	(72)	(83)	(77)	(81)	(73)	(74)	(89)	(62)	(73)
Women	59	70	23	66	8	7	10	8	14	265
Percent	(56)	(28)	(17)	(23)	(19)	(27)	(26)	(11)	(38)	(27)
Total	106	246	132	288	41	26	38	73	37	987

Note: Population occupancy: Women; 27 percent; men; 73 percent.

REGION IX—REGIONAL HEADQUARTERS (POPULATION OCCUPANCY: WOMEN, 30 PERCENT; MEN, 70 PERCENT.)

POPULATION OF CAREER-LADDER POSITIONS AS OF SEPT. 30, 1972

Series	Position title	Total	Men	Women	Percentage Men	Percentage Women
G-0301	Operations officer	7	7	0	100	0
G-0510	Operating accountant	5	5	0	100	0
G-1320	Chemist	6	4	2	67	33
G-1894	Customs liquidator	13	6	7	46	54
Total		31	22	9		

CHICAGO DISTRICT (POPULATION OCCUPANCY: WOMEN, 13 PERCENT; MEN, 87 PERCENT.)

G-1889	Import specialist	49	41	8	83.7	16.3
G-1890	Customs inspector	83	74	9	89.2	10.8
Total		132	115	17		

CLEVELAND DISTRICT (POPULATION OCCUPANCY: WOMEN, 5 PERCENT; MEN, 95 PERCENT.)

G-1889	Import specialist	29	25	4	86.2	13.8
G-1890	Customs inspector	48	48	0	100	0
Total		77	73	4		

DETROIT DISTRICT (POPULATION OCCUPANCY: WOMEN, 7 PERCENT; MEN, 93 PERCENT.)

G-1889	Import specialist	40	37	3	92.5	7.5
G-1890	Customs inspector	169	157	12	92.9	7.1
Total		209	194	15		

REGION IX—POPULATION OF CAREER-LADDER POSITIONS AS OF SEPT. 30, 1972

DULUTH DISTRICT

[Population occupancy: Women, 0 percent; men, 100 percent]

Series	Position title	Total	Men	Women	Percentage Men	Percentage Women
G-1889	Import specialist	5	5	0	100	0
G-1890	Customs inspector	22	22	0	100	0
Total		27	27	0		

MILWAUKEE DISTRICT

[Population occupancy: Women, 0 percent; men, 100 percent]

G-1889	Import specialist	4	4	0	100	0
G-1890	Customs inspector	8	8	0	100	0
Total		12	12	0		

MINNEAPOLIS DISTRICT

[Population occupancy: Women, 10 percent; men, 90 percent]

G-1889	Import specialist	10	9	1	90	10
G-1890	Customs inspector	11	10	1	91	9
Total		21	19	2		

PEMBINA DISTRICT

[Population occupancy: Women, 5 percent; men, 95 percent]

G-1889	Import specialist	6	5	1	86.2	13.8
G-1890	Customs inspector	36	35	1	97.2	2.8
Total		42	40	2		

ST. LOUIS DISTRICT

[Population occupancy: Women, 5 percent; men, 95 percent]

G-1889	Import specialist	8	7	1	87.5	12.5
G-1890	Customs inspector	12	12	0	100.0	0
Total		20	19	1		

Appendix 5

EMPLOYMENT OF WOMEN AND MINORITIES AS OF MAR. 31, 1973—ONNI, ODALE, BNDD ONLY

	All employees (number)	Women		All minorities		Black		Spanish speaking		American Indian		Oriental	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
ONNI	40	15	37.5	4	10.0	4	10.0						
ODALE	89	40	44.9	5	5.6	3	3.4	2	2.2				
BNDD	2,780	808	29.1	408	14.7	270	9.7	111.	3.9	5	0.2	22	0.8
Totals (3 organizations)	2,909	863	29.6	417	14.3	277	9.5	113	3.8	5	.2	22	.8

Appendix 6

ADDENDUM TO HEARING TRANSCRIPT FOR COMMITTEE ON THE JUDICIARY, CIVIL RIGHTS OVERSIGHT SUBCOMMITTEE

Since the date of the hearings before the subcommittee on May 10, 1973, we have taken steps to establish full-time equal opportunity officers in each of our remaining five regions where they have not been previously authorized. Those regions are, Boston, Baltimore, Miami, Houston, and San Francisco. In each instance, the region has been notified that a full-time equal opportunity officer position must be established immediately.

EQUAL OPPORTUNITY STAFF, BUREAU OF CUSTOMS, AS OF MAY 31, 1973

Location	Sex	Race	Job title
Washington, D.C.	Male	Negro	Director, equal opportunity program.
Do	Female	do	Equal opportunity assistant.
Do	do	do	Equal opportunity officer.
Do	do	do	Secretary.
Region I—Boston	Male	Caucasian	Equal opportunity officer (part time).
Region II—New York	do	Negro	Equal opportunity officer (full time).
Region III—Baltimore	do	Caucasian	Equal opportunity officer (part time).
Region IV—Miami	do	do	Do.
Region V—New Orleans	do	do	Equal opportunity officer (full time).
Region VI—Houston	do	do	Equal opportunity officer (part time).
Region VII—Los Angeles	do	do	Do.
Region VIII—San Francisco	do	do	Do.
Region IX—Chicago [1]			Full time.

[1] Vacancy.

BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS

SPANISH-SURNAMED EMPLOYEES

Grade	Total employees		Bureau headquarters		Boston		New York		Baltimore		Miami[1]		New Orleans		Houston	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-18																
GS-17																
GS-16																
GS-15	2		1				1									
GS-14	2						2									
GS-13	12		7				1								4	
GS-12	28	4	5	1			5				5				13	3
GS-11	21	2					3				3			1	15	1
GS-10	1										1					
GS-9	138	12					13	2	1		12	1	1		111	9
GS-8		2														2
GS-7	29	18	1	2			6	2	1		5	1			16	13
GS-6	19	11					3	1			1				15	10
GS-5	45	16		1			16	1			2	1		1	27	12
GS-4	16	21					2	10			2				12	11
GS-3	15	9					14	7							1	2
GS-2	4	1					2	1					1		1	
GS-1		2				1		1								
Total GS	332	98	14	4		1	68	25	2		31	3	2	2	215	63
WG-6	3						1								2	
WG-5	7						6								1	
WG-4	2						2									
WG-3	8						8									
WG-2	2						2									
Total WG	22						19								3	
YV-3506 (99)	1						1									
Grand total	355	98	14	4		1	88	25	2		31	3	2	2	218	63

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BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS—Continued

SPANISH-SURNAMED EMPLOYEES—Continued

Grade	Total employees		Los Angeles		San Francisco [1]		Chicago	
	Male	Female	Male	Female	Male	Female	Male	Female
GS-18								
GS-17								
GS-16								
GS-15								
GS-14	1						1	
GS-13	5		4				1	
GS-12	3	1	2	1			1	
GS-11	12	2	7	1	2	1	3	
GS-10								
GS-9	43	3	34	2	5	1	4	
GS-8								
GS-7	35	7	29	5	6	1		1
GS-6	15	4	12	3	3	1		
GS-5	17	9	11	8	5	1	1	
GS-4	1	10	1	9		1		
GS-3								
GS-2								
GS-1								
Total GS	132	36	100	29	21	6	11	1
WG-6	4		2		2			
WG-5	1		1					
WG-4	20		8		12			
WG-3								
WG-2								
Total WG	25		11		14			
YW-3506 (99)	1	6	1	6				
Grand total	158	42	112	35	35	6	11	1

[1] The drop in total oriental and Spanish-surnamed numbers is directly a result of excluding oriental and Spanish-surnamed employees in Hawaii, Guam, and Puerto Rico, as a part of the minority group survey. (CSC Bulletin 290-13.) The 2 regions most directly affected are Miami and San Francisco.

BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS—Continued

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
HEADQUARTERS																
GS-1																
GS-2		6		4												2
GS-3	12	23	3	9											9	14
GS-4	6	58	2	21						2					4	35
GS-5	7	79	2	24		1				2					5	52
GS-6	8	57	3	25											5	32
GS-7	19	49	2	11	1	2				3					16	33
GS-8	10	12	2	2											8	10
GS-9	32	34	3	2					1						28	32
GS-10	5	1	1												4	1
GS-11	60	29	3	1											57	28
GS-12	79	20	2	4	5	1			2						70	15
GS-13	236	12	8	2	7				3						218	10
GS-14	159	3	6												153	3
GS-15	69	1	2		1										66	1
GS-16	5														5	
GS-17	4														4	
GS-18	2														2	
GS total	713	384	39	105	14	4			6	7					654	263
WG-5	4		4													
WG-7	1														1	
WP-12	1		1													
WP-10	1	1	1	1												
WP-7	1		1													
WP-6		1		1												
Subtotal	8	2	7	2											1	
Grand total	721	386	46	107	14	4			6	7					655	268

BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS—Continued

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
BOSTON—REGION 1																
GS-1	1	2				1									1	1
GS-2	4	3	1												3	3
GS-3	10	25													10	25
GS-4	15	51	1												14	51
GS-5	26	57	1	4											25	53
GS-6	22	17	3												19	17
GS-7	72	11	2												70	11
GS-8	4	1													4	1
GS-9	512	30	7				1								504	30
GS-10	21														21	
GS-11	152	7	2												150	7
GS-12	103	3	1												102	3
GS-13	44														44	
GS-14	13														13	
GS-15	9	1													9	
GS-16																
GS-17	1														1	
GS-18																
Total GS	1,009	208	18	4		1	1								990	203
WG-6	1														1	
WG-4	1														1	
WG-3	10		1												9	
YV3506(99)	1														1	
YW 3506 (99)	3	1	3	1												
Subtotal	16	1	4	1											12	
Grand total	1,025	209	22	5		1	1								1,002	203

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
NEW YORK—REGION II														
GS-1		1				1								
GS-2	4	1	2		2	1								
GS-3	53	50	38	43	14	7			1					
GS-4	15	52	13	42	2	10								
GS-5	45	31	29	30	16	1								
GS-6	32	14	29	13	3	1								
GS-7	34	8	28	6	6	2								
GS-8	2		2											
GS-9	64	8	51	6	13	2								

GS-10	1		1						
GS-11	26		22		3				
GS-12	17	2	11	1	5	25	1	1	
GS-13	11		8	1			2		
GS-14	3		1	2					
GS-15	2		1						
GS-16									
GS-17									
GS-18									
Total	309	167	236	141	68	26	1	4	1
WG-6	35		34		1				
WG-5	25		19		6				
WG-4	9		7		2				
WS-3	28		20		8				
WG-2	2				2				
WP-10	1		1						
WL-6	1		1						
WS-6	1		1						
WS-5	1		1						
YV 3506(99)	1				1				
Subtotal	104		84		20				
Total	413	167	320	141	88	25	1	4	1
BALTIMORE, REGION III									
GS-1									
GS-2	4		4						
GS-3	5	11	5	11					
GS-4	4	7	4	7					
GS-5	14	9	14	9					
GS-6	12	3	12	3					
GS-7	18	2	17	2	1				
GS-8									
GS-9	34	4	32	3	1			1	1
GS-10	1		1						
GS-11	3	2	3	2					
GS-12	2		2						
GS-13	1								
GS-14			1						
GS-15									
GS-16									
GS-17									
GS-18									
Total	98	38	95	37	2			1	1
WG-6	13		13						
WL-6	1		1						
Subtotal	14		14						
Total	112	38	109	37	2			1	1

BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS—Continued

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
MIAMI—REGION IV														
GS-1														
GS-2	1		1											
GS-3	2	3	2	3										
GS-4	5	2	3	2	2									
GS-5	8	4	6	3	2	1								
GS-6	6	5	5	5	1									
GS-7	11	5	6	4	5	1								
GS-8	1		1											
GS-9	34	5	22	4	12	1			1					
GS-10	3	2	2	2	1									
GS-11	9	2	6	2	3									
GS-12	7	1	2	1	5									
GS-13	1		1											
GS-14	1		1											
GS-15														
GS-16														
GS-17														
GS-18														
Total	89	29	58	26	[1] 31	[1] 3			[1] 1					
NEW ORLEANS—REGION V														
GS-1														
GS-2	1				1									
GS-3	1		1											
GS-4	2	1	2	1										
GS-5	3	2	3	1		1								
GS-6	4		4											
GS-7	1		1											
GS-8	9		7		1		1							
GS-9														
GS-10														
GS-11	3	1	3			1								
GS-12														
GS-13														
GS-14														
GS-15														
GS-16														

GS-17								
GS-18								
GS total	24	4	21	2	2	2	1	
WG-6	8		8					
WG-5	3		3					
WG-4								
WG-3	2		2					
WG-2								
WG-1								
Subtotal	13		13					
Total	37	4	34	2	2	2	1	

HOUSTON, TEX.—REGION VI

GS-1								
GS-2	1				1			
GS-3	1	3		1	1	2		
GS-4	12	15		4	12	11		
GS-5	33	16	6	4	27	12		
GS-6	16	12	1	2	15	10		
GS-7	20	16	3	2	16	13	1	1
GS-8	2				2			
GS-9	122	12	11	2	111	9		1
GS-10								
GS-11	16	2	1	1	15	1		
GS-12	14	4	1	1	13	3		
GS-13	6		2		4			
GS-14								
GS-15								
GS-16								
GS-17								
GS-18								
GS total	241	82	25	17	215	63	1	2
WG-6	3		1		2			
WG-5	3		2		1			
WG-3								
WG-2		1		1				
Subtotal	6	1	3	1	3			
Total	247	83	28	18	218	63	1	2

BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS—Continued

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
LOS ANGELES—REGION VII														
GS-1														
GS-2														
GS-3	1	1	1	1										
GS-4	7	10	5	10	1	9			1					
GS-5	16	20	4	4	11	8			1	8				
GS-6	25	6	11	1	12	3	1		1	2				
GS-7	44	16	10	4	29	5			5	7				
GS-8														
GS-9	48	4	9	1	34	2			5	1				
GS-10														
GS-11	15	6	2	1	7	1			6	4				
GS-12	13	2	4		2	1			6	1			1	
GS-13	5				4				1					
GS-14														
GS-15														
GS-16														
GS-17														
GS-18														
GS total	174	65	46	22	100	29	1		26	23			1	
YW 3506(99)	2	6	1		1	6								
WG-6	2				2									
WG-5	6		2		1				3					
WG-4	12		3		8				1					
Subtotal	22	6	6		12	6			4					
Total	196	74	52	22	112	35	1		30	23			1	
SAN FRANCISCO—REGION VIII														
GS-1														
GS-2														
GS-3	1								1					
GS-4	3	12	2	4		1		1	1	6				
GS-5	17	22	3	8	5	1			9	13				
GS-6	12	12	5	2	3	1		1	4	8				
GS-7	18	10	6	2	6	1			6	7				
GS-8		2		1						1				
GS-9	66	8	7	2	6	1	1		52	5				
GS-10	3								3					
GS-11	20	7	1	2	1	1			18	4				
GS-12	14		1						13					
GS-13	7		1						6					
GS-14	2								2					
GS-15	1								1					

GS-16										
GS-17										
GS-18										
Total	164	73	26	21	21	6	1	2	116	44
WG-6	6		3		2				1	
WG-5	2		1						1	
WG-4	29	3	8	3	12		1		8	
WG-3	5		4						1	
WG-2										
WG-1										
WS-7	1		1							
WS-4	2		1				1			
Subtotal	45	3	18	3	14		2		11	
Total	209	76	44	24	35	6	3	2	127	44
CHICAGO—REGION IX										
GS-1										
GS-2										
GS-3	1		1							
GS-4		2		2						
GS-5	11	11	10	11	1					
GS-6	12	13	12	12						1
GS-7	7	13	6	10		1			1	2
GS-8	1	4	1	4						
GS-9	17		13		4					
GS-10										
GS-11	10	3	7	3	3					
GS-12	4		3		1					
GS-13	3		1		1				1	
GS-14	1				1					
GS-15										
GS-16										
GS-17										
GS-18										
GS total	67	46	54	42	11	1			2	3
WG-9	1	1	1	1						
WG-6	6		6							
WG-5	1		1							
WG-4	1		1							
WL-6	2		2							
Subtotal	11	1	11	1						
Total	78	47	65	43	11	1			2	3

[1] The drop in total customswide oriental and Spanish-surnamed numbers is directly a result of excluding oriental and Spanish-surnamed employees in Hawaii and Puerto Rico, respectively, as a part of the minority group survey in accordance with CSC Bulletin 290-13, dated November 1972. The 2 regions most directly affected are Miami and San Francisco.

BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS—Continued

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-1811: Criminal investigator:																
GS-5	13														13	
GS-7	80	1	4		4										72	1
GS-9	163	4			9	1			1						153	3
GS-10	1														1	
GS-11	262	1	1		8				1						252	1
GS-12	341		8		13				6				1		313	
GS-13	194		6		8				2						178	
GS-14	64														64	
GS-15	28				1										27	
GS-17	1														1	
Supervisors [1]	(287)		(6)		(9)				(2)						(270)	
Total GS-1811	1,147	6	19		43	1			10				1		1,074	5
GG-1811: Criminal investigator:																
Trust fund positions in Puerto Rico and Virgin Islands:																
GG-5	1														1	
GG-9	2														2	
GG-11	1														1	
GG-12	3														3	
GG-14	1														1	
Supervisors [1]	(4)														(4)	
Total GG-1811	8														8	
Grand total	1,155	6	19		43	1			10				1		1,082	5
GS-1811—Criminal investigator:																
Region 1—Boston:																
GS-5	1														1	
GS-9	4	1													4	1
GS-11	19														19	
GS-12	17														17	
GS-13	12														12	
GS-14	4														4	
GS-15	1														1	
Supervisors [1]	(17)														(17)	
Total GS-1811	58	1													58	1

Region II—New York:						
GS-5	6				6	
GS-7	16				16	
GS-9	26				26	
GS-10	1				1	
GS-11	22	1		1	21	1
GS-12	38		2	2	34	
GS-13	23		3	1	19	
GS-14	6				6	
GS-15	1				1	
Supervisors [1]	(30)		(3)	(1)	(26)	
Total GS-1811	139	1	5	4	130	1
Region III—Baltimore:						
GS-7	6		1	1	4	
GS-9	15				15	
GS-11	5				5	
GS-12	34		1		33	
GS-13	7				7	
GS-14	4				4	
GS-15	1				1	
Supervisors [1]	(12)				(12)	
Total GS-1811	72		2	1	69	
Region IV—Miami:						
GS-5	1				1	
GS-7	6			1	5	
GS-9	19	1			19	1
GS-11	26			2	24	
GS-12	34		1	3	30	
GS-13	15				15	
GS-14	3				3	
GS-15	1				1	
Supervisors [1]	(19)				(19)	
Total GS-1811	105	1	1	6	98	1
Region V—New Orleans:						
GS-7	5				5	
GS-9	5	1			5	1
GS-11	14				14	
GS-12	3				3	
GS-13	6				6	
GS-14	1				1	
Supervisors [1]	(7)				(7)	
Total GS-1811	34	1			34	1

See footnote at end of table.

BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS—Continued

Grade	Total employees		Negro		Spanish		Indian		Oriental		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Region VI—Houston:																
GS-7	13	1			2										11	1
GS-9	28				5										23	
GS-11	65				2										63	
GS-12	63		1		5										57	
GS-13	23		1		2										20	
GS-14	8														8	
GS-15	2														2	
Supervisors [1]	(33)		(1)		(2)										(30)	
Total GS-1811	202	1	2		16										184	1
Region VII—Los Angeles:																
GS-5	2														2	
GS-7	21		2												19	
GS-9	24				4										20	
GS-11	60		1		2				1						56	
GS-12	70		2		1				2				1		64	
GS-13	26				3										23	
GS-14	7														7	
GS-15	2														2	
Supervisors [1]	(35)				(3)										(32)	
Total GS-1811	212		5		10				3				1		193	
Region VIII—San Francisco:																
GS-5	2														2	
GS-7	8		1												7	
GS-9	16	1				1									16	
GS-11	25														25	
GS-12	35								2						33	
GS-13	17								1						16	

GS-14	6					6
GS-15	1					1
Supervisors [1]	(24)				(1)	(23)
Total GS-1811	110	1	1	1	3	106
Region IX—Chicago:						
GS-7	5					5
GS-9	21					21
GS-11	23		1			22
GS-12	22		1			21
GS-13	20				1	19
GS-14	6					6
Supervisors [1]	(26)				(1)	(25)
Total GS-1811	97		2		1	94

[1] Supervisors—GS-13 and above.

Grade	Total employees		Negro		Spanish [1]		Indian		Oriental [1]		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Regional totals:																
Region I—Boston	1,023	249	52	22	112	35	1		30	23			1		827	169
Region II—New York	2,855	516	320	141	88	25	1		4	1					2,442	349
Region III—Baltimore	751	215	109	37	2				1	1					639	177
Region IV—Miami [1]	968	239	58	26	31	3			1						878	210
Region V—New Orleans	332	103	34	2	2	2		1							296	98
Region VI—Houston	982	264	28	18	218	63	1	2							735	181
Region VII—Los Angeles	1,023	249	52	22	112	35	1		30	23			1		827	169
Region VIII—San Francisco [1]	1,144	303	44	24	35	6	3	2	127	44					935	227
Region IX—Chicago	935	291	65	43	11	1			2	3					857	244

[1] The drop in total customswide oriental and Spanish-surnamed numbers is directly a result of excluding oriental and Spanish-surnamed employees in Hawaii and Puerto Rico, respectively, as a part of the minority group survey in accordance with CSC Bulletin 190-13, dated November 1972. The 2 regions most directly affected, of course, are. Miami and San Francisco.

BUREAU OF CUSTOMS—MINORITY GROUP STATISTICS—Continued

SUMMARY

Grade	Total employees		Negro		Spanish [1]		Indian		Oriental [1]		Aleut		Eskimo		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-1	1	4				2									1	2
GS-2	21	15	8	5	2	1									11	9
GS-3	197	231	51	71	15	9			2						129	151
GS-4	172	444	32	93	17	31		1	2	8					121	311
GS-5	625	681	78	97	62	25			10	23					475	536
GS-6	365	356	85	63	34	15	1	1	5	11					240	266
GS-7	1,268	378	82	42	64	25	1	1	12	19					1,109	291
GS-8	32	50	6	7		2				1					26	40
GS-9	3,646	334	161	17	184	15	2	2	60	7					3,239	293
GS-10	99	7	5	2	1				3						90	5
GS-11	1,407	124	50	12	32	4			25	8					1,300	100
GS-12	1,149	95	27	7	31	5	1		21	2			1		1,068	81
GS-13	742	16	21	2	17				13						691	14
GS-14	325	16	9		3				2						311	16
GS-15	157	2	3		2				1						151	2
GS-16	8														8	
GS-17	7														7	
GS-18	3														3	
GS total	10,224	2,753	618	418	464	134	5	5	156	79			1		8,980	2,117
WG-11	2														2	
WG-10	5														5	
WG-9	9	1	1	1											8	
WG-8	1														1	
WG-7	2														2	
WG-6	143		65		7				1						70	

WG-5	97		32		8				4			3	
WG-4	96	7	18	3	21		1		9			47	4
WG-3	100		27		8				1			64	
WG-2	4				2							2	
WG-1	1	1										1	1
WB-10	1											1	
WB-6	1											1	
WB-5	1											1	
YV-3506(99)	2				1							1	
YW-3506(99)	5	11	4	1	1	6							4
WL-9	1											1	
WL-6	10		4									6	
Subtotal	481	20	151	5	48	6	1		15			266	9
WS-10	1											1	
WS-9	1											1	
WS-8	1											1	
WS-7	2		1									1	
WS-6	3		1									2	
WS-5	4		2									2	
WS-4	6		1		1		1					3	
WP-18	1											1	
WP-15	2											2	
WP-13	1											1	
WP-12	1		1										
WP-10	5	1	2	1								3	
WP-9	1											1	
WP-7	1		1										
WP-6		1		1									
WP-5	1											1	
Subtotal	31	2	9	2	1		1					20	
Grand total	10,736	2,775	778	425	513	140	7	5	171	79	1	9,266	2,126

Spanish-surnamed and oriental employees in Guam, Hawaii, and Puerto Rico are no longer included as minorities as of November 1972 in accordance with CSC Bulletin 290-13.