



NAVAL AIR SYSTEMS COMMAND

HISPANIC EMPLOYMENT PROGRAM PLAN - FY 03

NAVAL AIR SYSTEMS COMMAND HISPANIC EMPLOYMENT PROGRAM PLAN

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EXECUTIVE SUMMARY

With the issuance of SECNAVINST 12720.8, NAVAIR was required to develop a plan and issue guidance to our business units for eliminating Hispanic under-representation. An enterprise team was developed to accomplish this including representatives from the Command Equal Employment Opportunity (EEO) Office, the National Recruitment Team, the Career Development Office, the Command Human Resource Office (HRO), a NAWC representative, a NADEP representative, and the NAVAIR members of the Department of the Navy (DON) Council on Hispanic Employment. Per DON direction, the team used the Affirmative Employment Program Plan format, outlined in EEOC Management Directive 714, to analyze the appropriate data and the practices currently in place across NAVAIR to recruit/retain a diversified work force. Nine objectives were then created for this first HEP plan that will strategically align command-wide efforts to produce measurable results:

- To ensure that EEO Specialists understand their roles and responsibilities as Special Emphasis Program Managers, including program requirements, implementation strategies, and the role of the SEP's as a subset of the command's Affirmative Employment Program
- To ensure that managers, supervisors, and team leads receive the training necessary to fully understand their required EEO/AEP responsibilities as they make decisions that impact the work force.
- To improve the awareness/knowledge of all NAVAIR employees of their EEO roles and responsibilities through enhanced lines of communication at all levels in the organization.
- To ensure that NAVAIR work force EEO profile data is accurate.
- To develop recruitment tracking/monitoring systems for all occupational categories.
- To track and monitor applicants and those selected for long-term and career development programs.
- To ensure that promotional opportunities are available to employees at all grade levels and in all occupational areas, regardless of minority status and sex.
- To make effective use of valuable information from Exit Surveys.
- To establish annual process for HEP objective review and update.

The NAVAIR HEP Plan for FY 03 outlines actions that will help the command establish accurate baseline information for future efforts, including: the implementation of training for all with EEO/HEP program responsibilities; the development of tracking and monitoring systems to capture relevant recruitment and career development data; and the completion of a review of the EEO coding of our work force that is currently in Modern DCPDS for accuracy. The new civilian labor force data from the 2000 census is due to be released in the fall of 2003. With the accomplishment of the FY 03 action items, we will have the accurate information necessary to conduct a thorough work force analysis and create a more aggressive, focused schedule of HEP objectives and action items.

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PROGRAM ELEMENT: I. Organization and Resources

PROBLEM STATEMENT: Analysis of the resources assigned to NAVAIR's Special Emphasis Programs (including the Hispanic Employment Program) revealed that many EEO practitioners have not been adequately trained in their program responsibilities; managers, supervisors, and team leads also have not received appropriate training; and EEO Program (including Special Emphasis Program) information is not adequately communicated to all levels of the organization. Three Objectives have been defined for this element with corresponding Action Items.

OBJECTIVE 1: To ensure that EEO Specialists understand their roles and responsibilities as Special Emphasis Program Managers, including program requirements, implementation strategies, and the role of the SEPs as a subset of the command's Affirmative Employment Program.

<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Provide training for NAVAIR EEO Specialists on how to manage Special Emphasis Programs, covering all program components.	Deputy EEO Officers	30 Sep 03
2. Provide training to 7.3 staffs at NAVAIR sites serviced by local consolidated HR Offices on the requirements/components of the Special Emphasis Programs.	Command Deputy EEO Office/Staff	30 Sep 03
3. Ensure that the annual performance plans of NAVAIR EEO practitioners include measurable standards for Special Emphasis Program management where appropriate.	Deputy EEO Officers	30 Sep 03
4. Ensure that EEO Specialists are advised of NAVAIR HEP Plan. Review for appropriate local site implementation as appropriate.	Deputy EEO Officers	30 Sep 03

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PROGRAM ELEMENT: I. Organization and Resources (continued)

OBJECTIVE 2: To ensure that managers, supervisors, and team leads receive the training necessary to fully understand their required EEO/AEP responsibilities as they make decisions that impact the work force.

<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Provide EEO training annually for all managers, supervisors, and team leads that outlines their EEO roles and responsibilities, specifically AEP/SEP efforts.	Deputy EEO Officer Business Unit/ servicing EEO Office	30 Sep 03
2. Ensure annual EEO training includes NAVAIR HEP Plan and specific site applicability.	Deputy EEO Officer	30 Sep 03

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PROGRAM ELEMENT: I. Organization and Resources (continued)

OBJECTIVE 3: To improve the awareness/knowledge of all NAVAIR employees of their EEO roles and responsibilities through enhanced lines of communication at all levels in the organization.

<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Establish a formal method of communication of EEO information throughout the command.	Command EEO Staff, Deputy EEO Officers, Business Units/ Servicing EEO Offices	30 Sep 03
2. Develop standardized EEO briefing templates for management officials appropriate to the site/level in the command. One team, one message.	Command EEO Staff, Deputy EEO Officers, Business Units/ Servicing EEO Offices	30 Sep 03
3. Develop and implement a plan to market the EEO Program - what it is/how it works – to the command work force.	Command EEO Staff, Deputy EEO Officers, Business Units/ Servicing EEO Offices with assistance of HEP Enterprise Team.	30 Sep 03

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PROGRAM ELEMENT: II. Work Force

PROBLEM STATEMENT: We are anticipating dramatic changes in the composition/profile of the nation's work force with the release of new civilian labor force data compiled from the 2000 census (due out Fall 2003), particularly in the Hispanic population. These changes will necessitate a new analysis of NAVAIR's work force to update all of our areas of under-representation and establish new corrective actions where needed. It is critical that the work force profile data we use in our comparative analysis is accurate. This information is captured at the Regional Service Centers and there is no process in place to verify what is captured. There have been several indications from the Command and site EEO offices that this information is not accurate and needs review/validation to present a true picture of the NAVAIR work force. There is also no ongoing process in place to capture changing disability information.

OBJECTIVE: To ensure that NAVAIR work force EEO profile data is accurate.

<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Develop and implement process to review current profile data across the command and report changes to appropriate HRSC's for input to Modern DCPDS.	Deputy EEO Officers Enterprise Team	30 Sep 03
2. Develop process that periodically updates and validates profile data, and submits changes to HRSCs.	Deputy EEO Officers Enterprise Team	30 Sep 03

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PROGRAM ELEMENT: III. Discrimination Complaints

PROBLEM STATEMENT: The NAVAIR Command EEO Office currently requires all business units/sites to submit quarterly complaints reports. The Command Complaints Manager uses this information to monitor complaint activity looking for trends/problems across the command. This process has been working effectively and there is no indication that additional action is needed. No objective is set for this element.

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PROGRAM ELEMENT: IV. Recruitment and Hiring

PROBLEM STATEMENT: A number of issues/problems were identified during the analysis of targeted recruitment efforts across the command. As this is a one-year plan, items selected for action should be those that can be accomplished within the year. Therefore, first on the list in this element is the need for tracking and monitoring systems that will provide accurate information as to the effectiveness of the recruitment sources in providing sufficient, diversified and qualified applicant pools, as well as data on who is actually being selected from those pools. It is difficult to determine what resources are/are not working, who we are/are not hiring without metrics. Some progress has been made across the command in this regard in professional recruitment. However, the same efforts need to be made for the other occupational categories where we have more significant areas of under-representation, particularly Hispanic.

OBJECTIVE: To develop recruitment tracking/monitoring systems for all occupational categories.

<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Develop and implement tracking systems for all occupational categories that includes applicant pool and selection data.	Site HRO/EEO Offices	30 Sep 03
2. Develop pipeline for all occupational categories by marketing entry-level recruitment tools such as: Career Intern Program, SEEP, Schedule A, Worker Trainee Program, Apprentice Program, etc.	HR Offices	30 Sep 03

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PROGRAM ELEMENT: V. Employee Development Programs

PROBLEM STATEMENT: A process is currently under development as part of ERP implementation that will outline skill levels and competencies for each position in the command as well as the skills and training of each command employee. To ensure that training opportunities are available to employees at all grade levels and in all occupational areas without regard to minority status and sex, we need to develop interim tracking processes that delineate not only who is selected but who was in the applicant pool. This is particularly important for our long-term training opportunities that determine careers.

OBJECTIVE: To track and monitor applicants and those selected for long-term and career development programs.

<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Develop and implement a process to track and monitor applicants and those selected for long-term/career development programs.	Training Offices/EEO Offices at Business Units/Sites	30 Sep 03
2. Initiate process for developing standard selection criteria for developmental programs for application across all NAVAIR sites.	Career Development Office	30 Sep 03
3. Develop standard process for ensuring broadest dissemination of training opportunities.	Training Offices	30 Sep 03

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PROGRAM ELEMENT: VI. Promotions

PROBLEM STATEMENT: Further analysis is required to determine if there are existing barriers to full utilization of employees' skills and training. This is presently being conducted at some, but not all levels/sites in the command.

OBJECTIVE: To ensure that promotional opportunities are available to employees at all grade levels and in all occupational areas, regardless of minority status and sex.

<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Conduct annual in-depth studies of promotions – including accretions, merit promotion, career ladder to ensure appropriate representation of all protected groups.	Deputy EEO Officers, Business Units/ servicing EEO Offices	30 Sep 03

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PROGRAM ELEMENT: VII. Separations

PROBLEM STATEMENT: People leave the command for a variety of reasons, some voluntary, some not. AEP managers, as part of their program responsibilities, review the involuntary separations to ensure that they are conducted fairly in a non-discriminatory manner. Information on voluntary separations has been made available through the recently implemented command-wide Exit Survey. However, because use of this tool is voluntary, feedback is sporadic. We need to establish a process to increase use of the Exit Survey across the command to capture problems/disparate treatment that is identified as reasons for leaving and take corrective action.

OBJECTIVE: To make effective use of valuable information from Exit Surveys.

<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Develop and implement a standard procedure that facilitates the use of the Exit Survey.	Business Unit/Site EEO/HR Offices	30 Sep 03
2. Determine proper course of action for periodically reviewing and addressing Exit Survey results.	AIR-7.3.1/7.3.4	30 Sep 03

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PROGRAM ELEMENT: VIII. Program Evaluation

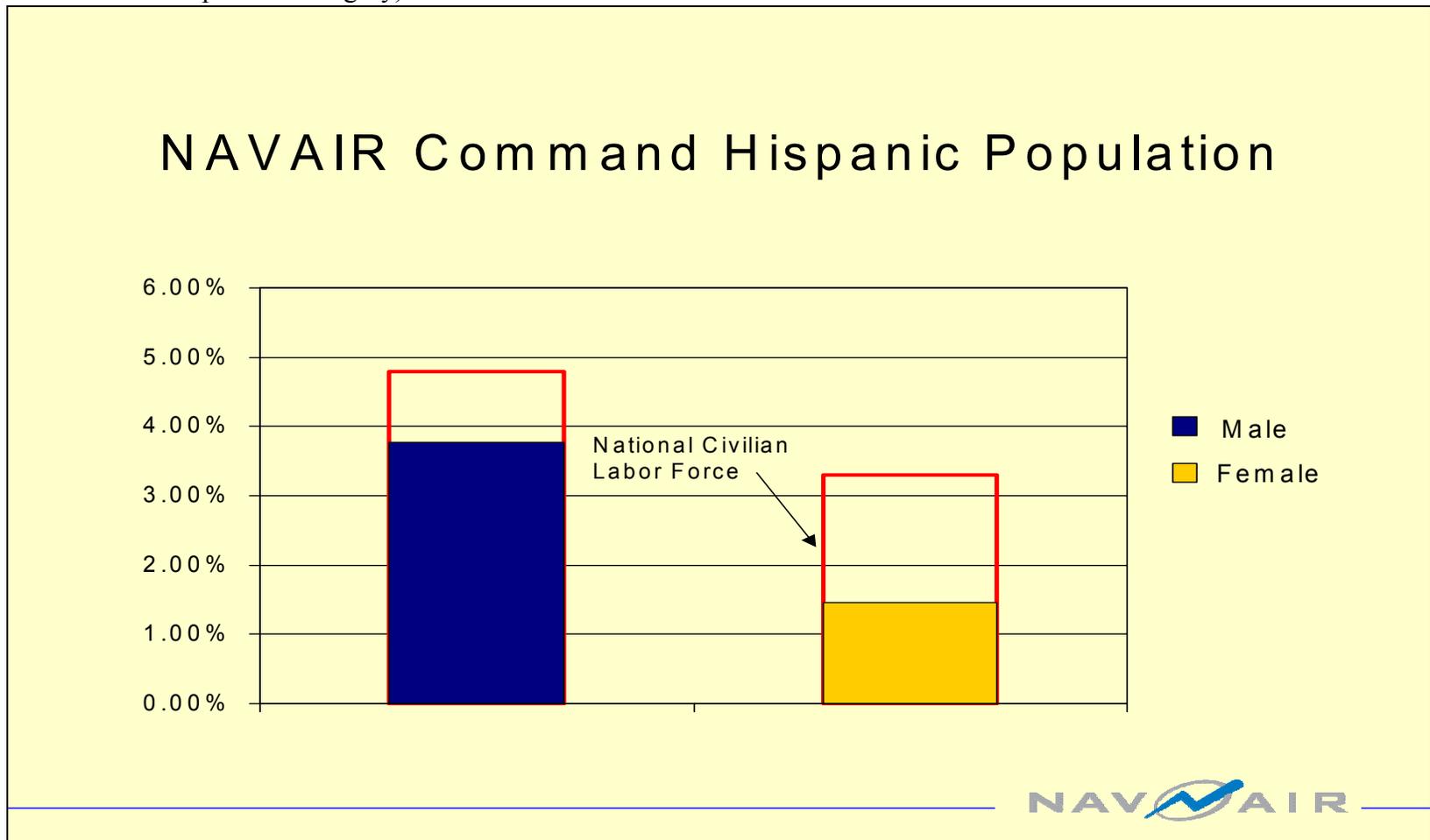
PROBLEM STATEMENT: No new reporting requirements were established for this HEP. Efforts and accomplishments are to be reported in the Annual AEP Accomplishment Report and in the HR Assessment. However, to monitor effectiveness of and compliance with the command-wide HEP objectives, the HEP Enterprise Team will perform an annual review of program progress and determine next steps.

OBJECTIVE: To establish annual process for HEP objective review and update.

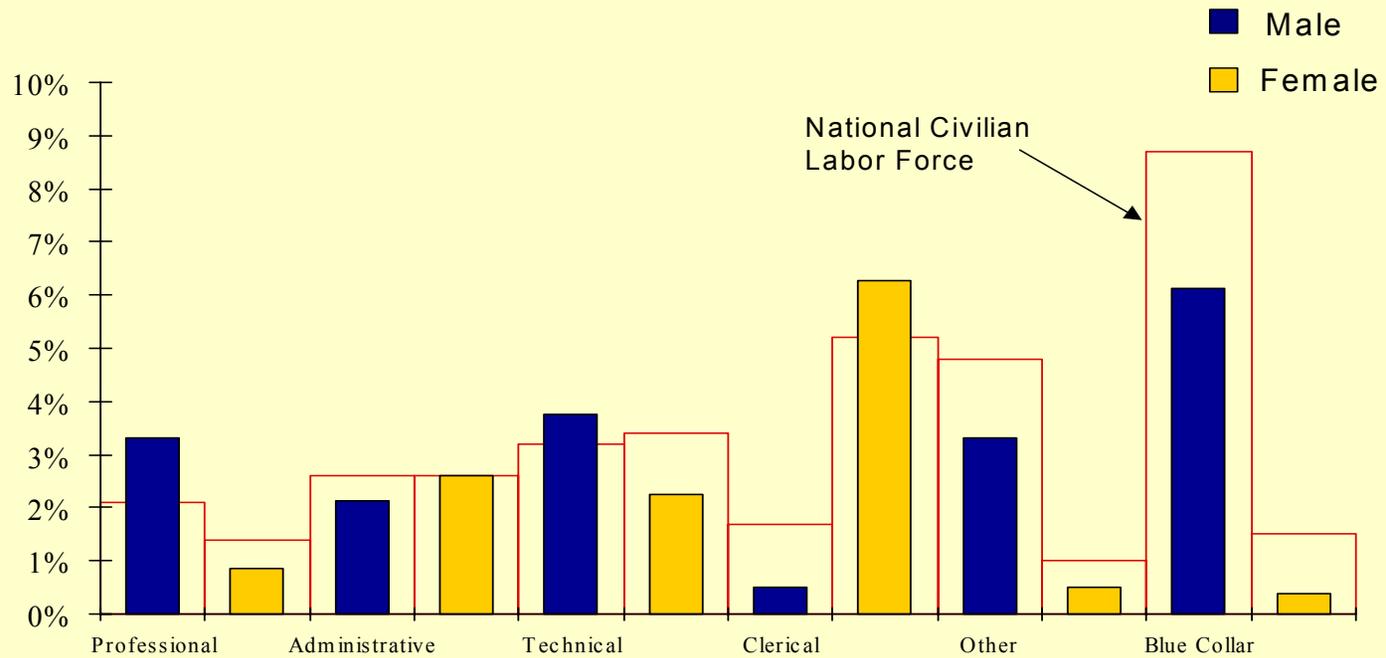
<u>Action Items</u>	<u>Action Officer/Organization</u>	<u>Target Date</u>
1. Incorporate command HEP objectives into annual AEP Accomplishment Report and HR Assessment and report progress and successes.	Command/site EEO and HR Offices	30 Sep 03
2. Review command reported HEP accomplishments annually and determine next command-wide objectives.	HEP Enterprise Team	30 Sep 03

NOTE:

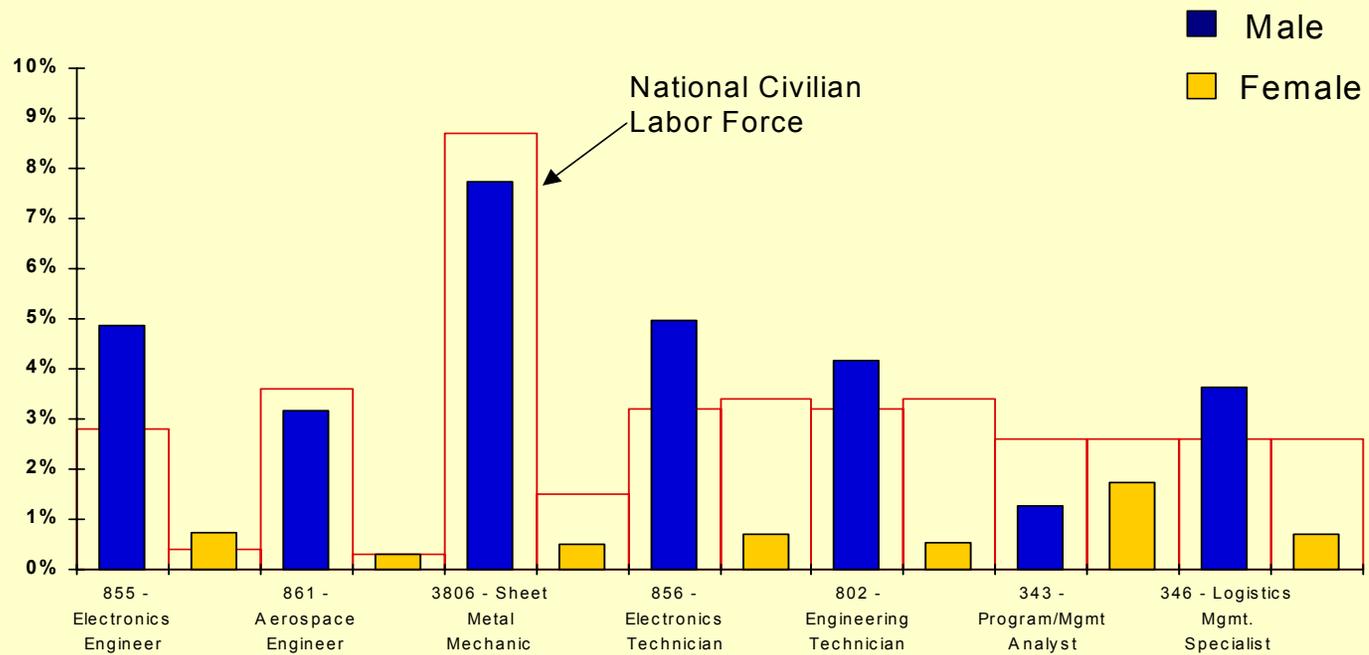
- These next five charts present the NAVAIR Hispanic population (as of 9/30/02) from several perspectives.
- They provide a national look at the population as compared to the national civilian labor force data. For identifying problem areas and setting objectives for corrective action at each business unit/site, each occupational category (and each series in the Professional occupational category) has its own civilian labor force data to use.



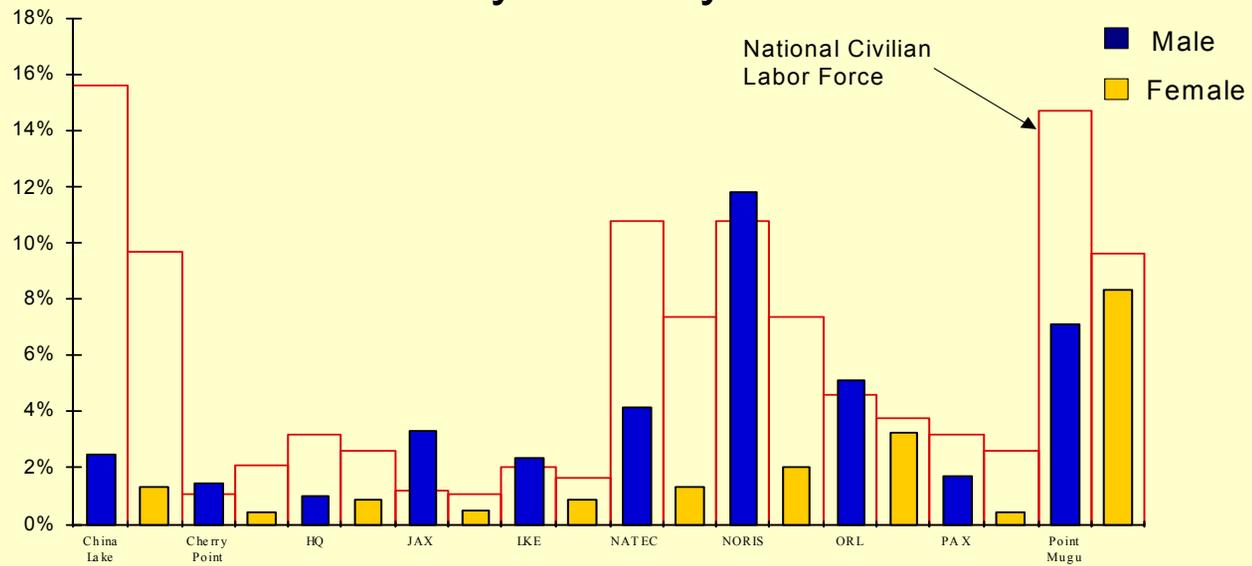
NAVAIR Command Hispanic Population by PATCOB



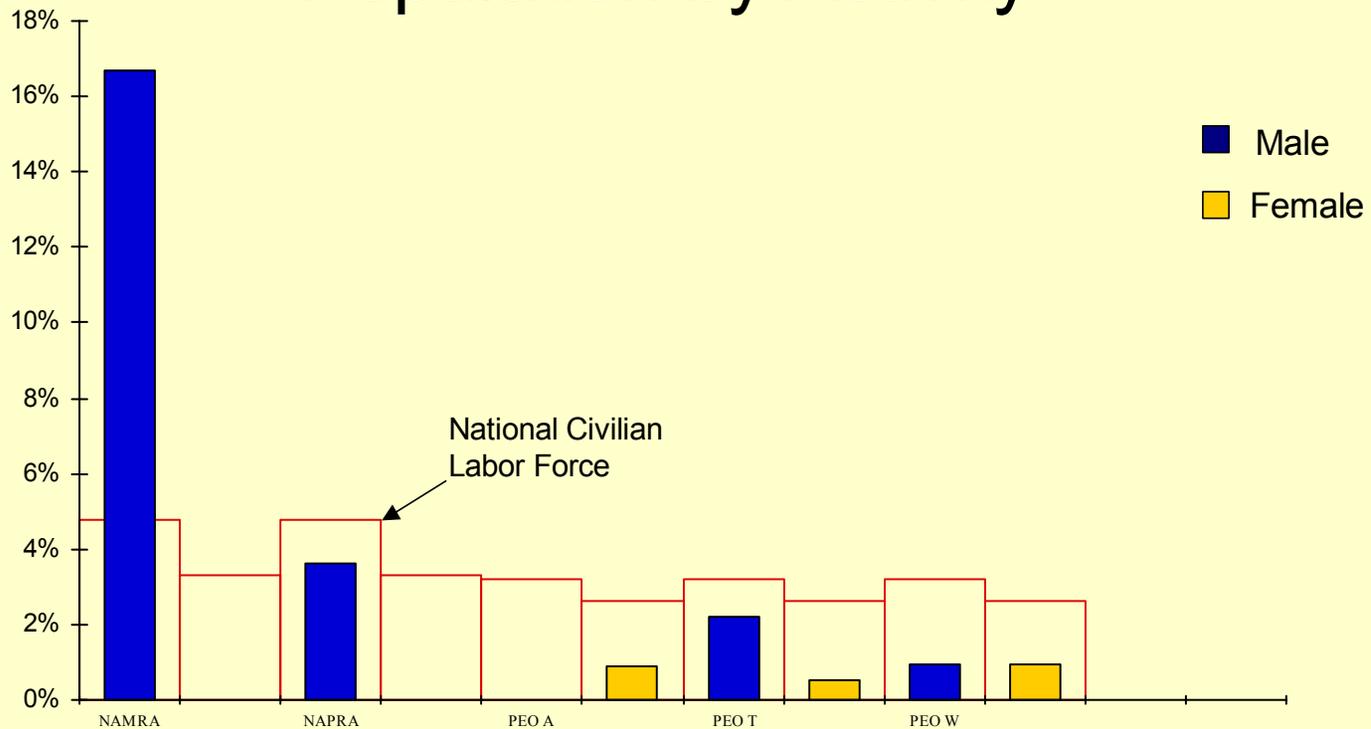
NAVAIR Command Hispanic Population by Major Occupations



NAVAIR Command Hispanic Population by Activity



NAVAIR Command Hispanic Population by Activity





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FILE 001

IN REPLY REFER TO

12713

Ser AIR-7.3.4/03-001

MAR 18 2003

From: Commander, Naval Air Systems Command

Subj: NAVAL AIR SYSTEMS COMMAND HISPANIC EMPLOYMENT PROGRAM

Ref: (a) SECNAVINST 12720.8 of 28 Aug 02
(b) SECNAVINST 12273.1 of 16 Mar 99

Encl: (1) Naval Air Systems Command Hispanic Employment Program
Plan - FY 03

1. Hispanic Americans have been and continue to be under-represented in the Department of the Navy (DoN) civilian work force. Reference (a) establishes the DoN policy for the Civilian Hispanic Employment Program (HEP) in compliance with Executive Order 13171, Hispanic Employment in the Federal Government. Pursuant to reference (a), Echelon 1 and 2 commands must develop plans and issue guidance to subordinate commands for eliminating Hispanic under-representation.

2. The Naval Air Systems Command (NAVAIR) affirms and supports the DoN policy to recruit qualified individuals from appropriate sources in an effort to achieve a work force drawn from all segments of society. NAVAIR is committed to eliminating the under-representation of Hispanics by establishing and maintaining a program for the recruitment and development of Hispanics across all career fields and at all grade levels until full representation is achieved. Command-wide HEP efforts should also have a positive impact on all underrepresented groups within the command.

3. Enclosure (1) is forwarded for immediate implementation. Because the HEP is a subset of the Command's Affirmative Employment Program (AEP), responsibility for leading this effort lies with our EEO Offices. However, program success depends on the participation and cooperation of all managers, supervisors, the Career Development Office, recruitment teams both national and local, and the servicing Human Resource offices in the command. Enclosure (1) highlights action items that will help us better address the Command's areas of under-representation. As areas of under-representation differ by occupation and by location, coordination with servicing EEO offices is critical

for effective and accurate focus of efforts. There is no new reporting requirement with the establishment of the HEP. Your efforts and accomplishments will be captured in your annual AEP Accomplishment Report and Plan Update, as directed in reference (a) and also in the biennial Assessment and Evaluation of Civilian Human Resources Management (HR Service Providers and Line Management), per reference (b). The HEP plan will be reviewed and updated on an annual basis.

4. An organization's commitment to EEO is only as strong as the commitment of its leaders. To ensure that the Command's HEP objectives are being carried out, our managers and supervisors will be held accountable and their performance assessed based on their contributions and support. Merit-based practice and behavior will define all employment decisions. The Command's servicing EEO Offices are available for information and assistance in implementing the program action items. My point of contact is Ms. Judy Scott, commercial (301)342-6871, or DSN 342-6871.



PAMELA O'DELL

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