

USPACFLT EEO FACTSHEET

A Rating Official's Guide to Evaluating Manager and Supervisor Efforts to Ensure Equal Employment Opportunity

July 2018

This Fact Sheet:

- Identifies the requirement to evaluate supervisors and managers on their commitment to EEO
- Describes how USPACFLT evaluates supervisors' and managers' commitment to EEO.
- Provides examples of how managers and supervisors can promote and support EEO

If you would like more information, contact your servicing EEO Office:

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Background

Title VII of the Civil Rights Act of 1964 and Section 501 of the Rehabilitation Act of 1973 mandate that all federal personnel decisions be made free of discrimination on the basis of race, color, religion, sex, national origin, reprisal or disability, and also require that agencies establish a program of Equal Employment Opportunity (EEO) for all federal employees and job applicants. The Equal Employment Opportunity Commission's Management Directive (MD) 715 provides guidance on the elements of a legally compliant EEO program and requires agencies to take appropriate steps to ensure that all employment decisions are free from discrimination.

Managers and supervisors play an integral part in the EEO Program; the success of the program ultimately depends on individual decisions made by individual managers. As part of a model EEO program, MD-715 requires agencies to evaluate manager and supervisor efforts to ensure EEO and their commitment to agency EEO policies and principles. DoD Directive 1440.1 and DoN Human Resources Implementation Guidance 430-02 require inclusion of EEO in the critical performance elements of all supervisors, managers, and other personnel, military and civilian, with EEO responsibilities.

How is USPACFLT evaluating manager and supervisor efforts?

While all supervisor and manager performance plans are required to include an EEO critical element, guidance has not been provided to rating officials on how to evaluate their subordinate supervisors' and managers' efforts to ensure EEO. This factsheet provides rating officials examples of actions taken by managers and supervisors that can be used to evaluate their efforts to promote, support, and ensure EEO.

How many of the below examples must a supervisor perform to successfully meet the EEO performance objective or element?

There are no required number of actions a supervisor must take to successfully meet his or her EEO performance objective or element; however, the rating official should take into consideration the actions and impact that the supervisor's or manager's efforts had on the EEO Program, in meeting their activity and the command's EEO plans and initiatives, and/or ensuring a discrimination free work environment.

Examples of Promoting/Supporting EEO

- Participate in development and implementation of EEO and Special Emphasis Programs, plans, and activities by:
 - Offering to work with the barrier analysis team to identify and eliminate barriers to EEO.
 - Participate in community outreach, diversity recruitment, and special emphasis programs (e.g., Federal Women's Program, Individuals With Disabilities (IWD), Hispanic Employment Program).
 - Use DEOCS (Command Climate) Survey results for decision-making and constructive feedback.
- Participate in and/or encourage employees to participate in EEO or D&I activities:
 - Establish a focus group to discuss how to improve communication in the workplace.
 - Encourage staff to attend EEO/D&I event.
 - Appoint an employee to serve on an Employee Resource Group (ERG) or support an employee in establishing and chairing an ERG.
 - Consider diversity in team assignments, panel memberships, developmental opportunities, etc.
 - Mentor or coach the professional development of all employees. Ensure employees are aware of opportunities for mentoring, developmental programs, etc.
 - Communicate support for and vigorously enforce all EEO policies.
- Work proactively to address/resolve situations that might lead to EEO complaints or grievances:
 - Ensure a workplace that is free from all forms of discrimination, harassment, and retaliation.
 - Ensure full cooperation of employees with EEO officials, such as EEO counselors and investigators. Comply with settlement agreements and orders from the EEOC, MSPB, etc.
 - Arrange for staff to receive Conflict Management Training.
 - Ensure the expeditious processing of Reasonable Accommodation (RA) requests for qualified individuals with disabilities and religious practices when such accommodations do not cause an undue hardship.
 - Ensure that subordinate supervisors have the managerial, communication, and interpersonal skills necessary to effectively supervise in a diverse workplace and to avoid disputes arising from ineffective communication.
 - Resolve EEO problems/disagreements and other conflicts in the work environment as they arise.
 - Address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace.
 - Use the Alternative Dispute Resolution (ADR) program to resolve workplace issues and disputes.
 - Support the Anti-Harassment Program in investigating and correcting harassing conduct.
- Consider whether any group of employees or applicants might be negatively impacted prior to making human resources decisions. Notify the EEO office of policies, practices, or procedures that limit or tend to limit EEO for particular groups in the work environment.
- Assist your activity's Affirmative Action requirements for individuals with disabilities (IWD):
 - Use of the Schedule A direct hire authority to hire IWD non-competitively.
 - Include the Schedule A hiring authority for IWD in the area of consideration for recruitment actions.
 - Use the Workforce Recruitment Program database for summer/permanent hires of students or recent graduates.
 - Coordinate outreach efforts with organizations that service the disabled community.
 - Sponsor a Disability Job Fair with the State Vocational Rehabilitation Office/VA Employment Office/Wounded Warriors.
 - Ensure hiring managers understand their responsibilities in achieving the DON's IWD hiring goals.
 - Communicate leadership's commitment to employing IWD (e.g., POWs, speeches, etc.)
 - Educate workforce on disability etiquette.
 - Offer the use of job coaches to assist with new employee and supervisor/co-worker transition and learning.
 - Recognize hiring officials that successfully hire and employ IWD.
 - Encourage employees to verify and update their disability information via MyBiz.
 - Conduct accessibility assessment of buildings and work spaces to identify areas of non-compliance.
 - Establish multi-command teams to proactively identify needs, coordinate accommodations, and approval processes.
 - Ensure funds are available and processes are in place to expeditiously provide accommodations.
 - Ensure accessibility is considered when procuring new technology.
- Consider external sources in your area of consideration for recruitment actions.
- Ensure all employees have unfettered access to the EEO office and are provided EEO training and information.