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DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, D.C. 20350

IN REPLY REFER TO
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OPNAV INSTRUCTION 12720.1

Subj: Implementation of the Department of the Navy Federal Equal Opportunity Recruitment Program

Ref: (a) 5 CFR Part 720
(b) FPM Ltr 720-2 of 19 Sep 79
(c) SECNAVINST 12720.1
(d) EEOC EEO-MD 702 of 12 Dec 79
(e) FPM Ltr 300-25 of 29 Dec 78
(f) FPM Ltr 720-4 of 15 Jan 80
(g) FPM Ltr 720-6 of 14 Oct 80
(h) FPM Bulletin 720-7 of 25 Aug 80

Encl: (1) Affirmative Recruitment Plan (FEORP) Sample Format
(2) FEORP Program Planning Overview
(3) List of DON Components Required to Submit AAPPs and FEORP Plans
(4) Summary of Key FEORP Requirements

1. Purpose. To outline the Chief of Naval Operations (CNO) policy on affirmative recruitment and to define responsibilities of Department of the Navy (DON) components, including the Office of Naval Research and the Secretariat. Marine Corps components are not covered by this instruction.

2. Discussion. The Civil Service Reform Act of 1978 defined "recruitment from all segments of society" as a merit system principle. It further required the development of an affirmative recruitment program to eliminate persistent underrepresentation of women and minorities in various categories of federal civilian employment. The Federal Equal Opportunity Recruitment Program (FEORP) resulted; program coverage and agency responsibilities are outlined in references (a) and (b). Within DON, responsibilities assigned to the Deputy Assistant Secretary of the Navy (Equal Opportunity) (DASN(EO)) and the CNO are described in reference (c). This instruction defines affirmative recruitment requirements and responsibilities for CNO levels and officials, which for program guidance purposes includes the Office of Naval Research and Secretariat components. It also describes elements of total affirmative action planning since recruitment is a vital tool in ultimately ensuring more equitable opportunities in hiring and selection. Consequently, because of the interrelationship of recruitment to FEORP as well as general Equal Employment Opportunity (EEO) and merit system principles of equity, the

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differing but significant roles to be performed by EEO, civilian personnel, and management officials are highlighted. The essential focus of FEORP is elimination of target group underrepresentation rather than to simply be a recruitment program. Selection of short-term occupational priorities is not to obscure this important fact. The underlying program assumption is that occupational and other barriers have, or may preclude the attraction or recruitment of target group members. Hence, the removal of recruitment barriers will enhance work force representation of women and minorities. In all cases, FEORP strategies must be directed to the specific minority and sex group(s) with inadequate work force representation. The development of an affirmative recruitment plan is a key aspect of focusing resources on the elimination or reduction of underrepresentation of targeted groups in specific occupations and grade levels during the plan period (plans will cover single or multi-year periods depending on the Affirmative Action Program Plan cycle required under Equal Employment Opportunity Commission (EEOC) guidelines). References (d) and (e) provide further guidance on relationships between affirmative recruitment and other areas of affirmative action, particularly those in support of affirmative action hiring and goal setting.

3. Policy. The CNO is committed to an affirmative recruitment program designed to eliminate underrepresentation of women and minorities in all categories of Navy civilian employment. This policy is in direct support of the overall EEO Program objective to fully integrate women and minorities into the work force in all grade levels, occupations, and activity sites. It requires consistent and persistent organizational effort, especially by all heads of commands and activities, and supervisors and managers, in instituting effective personnel practices and procedures and in eliminating artificial employment barriers. No organizational level is exempt from taking full and immediate action within its authority to aggressively pursue the bottom line result of improved representation within the work force.

4. Responsibilities

a. Chief of Naval Operations (CNO)

(1) In accordance with reference (c), the CNO will ensure the compliance of cognizant Navy components with all regulatory and statutory requirements of references (a) and (b) by defining minimum program requirements; providing technical assistance to subordinate levels; and monitoring programs and related efforts to assess overall organizational effectiveness in meeting the goals and objectives of the DON FEORP. Within the Office of the Chief

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of Naval Operations, the Deputy Chief of Naval Operations (Manpower, Personnel and Training (DCNO (M,P&T))) is tasked with the implementation of CNO EEO responsibilities, including those related to the implementation of FEORP.

(2) Assistant Deputy Chief of Naval Operations (Civilian Personnel/Equal Employment Opportunity) (ADCNO (CP/EEO))

(a) Development of appropriate civilian personnel and equal employment opportunity guidance and directives to ensure effective program implementation will be the responsibility of the ADCNO (CP/EEO). Through functional responsibilities assigned to Op-14, CNO reporting, monitoring and evaluation requirements on FEORP will be appropriately included in personnel management evaluations, Command inspections by the Inspector General, informal command reviews, and technical assistance visits. The Director, Naval Civilian Personnel Command (NCPC) is tasked with coordinating Department-wide programs field division programs and other projects to support the following: institutional advertising with minority and women's organizations; identifying national and regional resources to improve targeted recruitment efforts by DON components; and training personnel, EEO and line management officials in the requirements and techniques necessary for effective affirmative recruitment. NCPC will also provide commands with position vacancies overseas, special technical program support and assistance in the recruitment of qualified minorities and women applicants from CONUS, and other related FEORP support. (A

(b) Director, Equal Employment Opportunity Programs (DEEOP) (Op-14C). General staff coordination responsibilities for the CNO affirmative recruitment program will be assigned to Op-14C. This assignment will include providing technical advice and assistance on program implementation and development of FEORP-related reports and directives.

b. Heads of Echelon I and II Commands

Heads of commands perform dual roles under the EEO Program as the principal EEO official for the command and for the Headquarters organization. Responsibilities to be assumed on a command-wide basis are described under this paragraph. Responsibilities as a Headquarters office are outlined under the paragraph entitled, "Headquarters Offices and Heads of Field Activities. . . ." Heads of Commands at the Echelon I and II levels will:

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(1) Identify and allocate adequate personnel and fiscal resources to develop and execute an effective command-wide affirmative recruitment program (FEORP) to meet requirements of all pertinent references, including references (a) through (h).

(2) Promulgate timely guidance to appropriated and non-appropriated field activities, including the internal Headquarters office, to ensure development and submission of FEORP plans and related status reports as directed by this instruction or subsequent guidance by higher authority.

(a) The format for formal affirmative recruitment plans by DON components will be in accordance with enclosure (1) unless a specific exception is granted to the cognizant Echelon I or II command or is otherwise directed by EEOC or OPM. Procedures on how to compute underrepresentation, based on reference (b) guidance, are contained in attachment (1) to enclosure (1) and is entitled, Steps in Computing the Underrepresentation Index.

(b) Requests for use of an alternate format must be applicable to all appropriated fund field activities of 200 or more employees within the Echelon I or II claimant. A separate format may be requested for nonappropriated fund field activities if comparable data is not available. Requests are to be submitted to the Chief of Naval Operations, Op-14C, Washington, D.C. 20350. A brief narrative of reasons the Echelon I or II format(s) is more suitable to command needs and a copy of the new format(s) is to be forwarded. A decision will be issued within thirty (30) days after receipt of the claimant request.

(3) Assess command progress in eliminating underrepresentation for each minority group (see enclosure (1) for definition) at least annually using criteria identified in references (b), (d), and (h) or subsequent issuances.

(4) Assign line responsibilities for command and subordinate level implementation of FEORP in accordance with chain of command authority and accountability.

(5) Assign staff responsibilities for command and subordinate level implementation of FEORP in consonance with this instruction and departmental directives. As a minimum, the roles of EEO (including special emphasis program managers) and civilian personnel and other officials will be defined and assigned as appropriate. Enclosure (2) highlights aspects of these responsibilities. Full-time Command Deputy EEO Officers will be assigned