U.S. Department of Transportation
United States Coast Guard

Commandant (G-PC-1)
United States Coast Guard

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COMDTINST 12720.4B

21 NOV 1989

COMMANDANT INSTRUCTION 12720.4B

Subj: Federal Equal Opportunity Recruitment Program

Ref: (a) Title 5 United States Code 7201 (NOTAL)
(b) Title 5 Code of Federal Regulations, Part 720 (NOTAL)
(c) Federal Personnel Manual Letters and Bulletins in the 720 series (Available in Civilian Personnel Offices)
(d) Departmental Personnel Manual Letter 720-4 (Available in Civilian Personnel Offices)

1. PURPOSE. This Instruction establishes the Coast Guard's Federal Equal Opportunity Recruitment Program (FEORP) and sets forth the policies, procedures, and responsibilities for its implementation.

2. DIRECTIVES AFFECTED. Commandant Instruction 12720.4A is cancelled.

3. BACKGROUND. Reference (a) provides statutory requirements for Federal agencies, including the Coast Guard, to conduct a continuing recruitment program to ensure equal employment opportunities without discrimination because of race, color, religion, sex, or national origin. The Office of Personnel Management (OPM), the Equal Employment Opportunity Commission (EEOC), and the Office of the Secretary of Transportation (OST), issue regulations and guidelines in response to requirements in references (a-d) regarding the development and implementation of FEORP plans. In its broad dimensions, the program requires the development of concentrated, formal recruitment programs designed to identify and eliminate underrepresentation of minorities and women wherever it occurs in the work force. Such recruitment programs include expanded outreach to identify and solicit sources of minorities and women to staff underrepresented positions.

4. DEFINITIONS. Definitions of important terms used in this Instruction are provided under enclosure (1).

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5. FEDERAL EQUAL OPPORTUNITY RECRUITMENT PLANS.

a. Basic Requirements. FEORP plans are targeted recruitment programs based on a determination of underrepresentation of minorities and/or women in the various occupational categories, both nationally and in specific geographic locations. For Coast Guard, the local geographic areas requiring the development of plans are identified in enclosure (2). Each area represents a location where roughly 100 or more permanent civilians are employed. (The identified areas are subject to change in the event of shifts in population.) Coast Guard FEORP plans, prepared in the enclosure (3) format, should be developed on a fiscal year basis by the servicing civilian personnel offices, in consultation with the serviced commands, for each identified location, and should be submitted to Commandant (G-PC) for review and approval. At their discretion, civilian personnel offices may also develop FEORP plans for areas not identified by enclosure (2). A national plan will be developed by Commandant (G-PC) for submission to the Department.

b. Assessments of Underrepresentation.

(1) At a minimum, plans must be based on assessments of underrepresentation of each covered employee group by each Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB) category, showing quantifiable indices by which progress may be measured. An example assessment is provided by enclosure (4).

(2) The raw data for Coast Guard civilian employment figures is derived from the Civilian Personnel Management Information System (CIVPMIS). This information is merged with civilian labor force (CLF) data maintained by Commandant (G-HCE) to produce preliminary assessment data which is available to civilian personnel offices through their responsible civil rights officers.

(3) When underrepresentation is found, it is often the result of recruiting barriers which have been identified by the civilian personnel officers in conjunction with the civil rights officers, and included in the Coast Guard Affirmative Employment Program or periodic Affirmative Action Accomplishment Reports.

c. Targeted Recruitment Occupations. To help determine targeted occupations for recruitment under the FEORP plan, civilian personnel officers should review the underrepresentation, identify grades or positions in PATCOB categories expected to be filled during the year and on a long term basis, and should select those upon which to concentrate recruitment efforts, based on such factors as the greatest need, the available recruitment sources, and the likelihood of success. Dates projected to accomplish the recruitment actions should be documented according to the format shown in enclosure (3). In addition, the civilian personnel officer should determine, through consultation with the responsible civil rights officer, whether certain elements of underrepresentation may be alleviated or eliminated through efforts outside of recruitment (e.g., training).

5. d. Methods. A combination of innovative methods should be used to assist in the location and development of minorities and women to fill positions targeted in FEORP plans and should be documented in column (4) of enclosure (3). The methods should include internal and external recruitment actions which are directed toward the activities and sources which can best provide candidates to correct identified underrepresentation in the targeted occupations and grade levels.

(1) Internal Activities. Civilian personnel officers should identify occupations suitable for recruitment from within the Coast Guard or from other Federal agencies. Methods which may be used include career development training, upward mobility and similar accelerated training programs, the restructuring of positions at lower grade levels, and the periodic review of selection procedures to ensure that minorities and women are not systematically excluded.

(2) External Activities. When reviewing targeted occupations, a determination should also be made when recruitment outside the Federal Government will be most effective in alleviating underrepresentation of minortities and women. Among methods to consider are on-site recruitment visits to training centers and educational institutions, active contacts with community organizations with referral capability, paid advertisements in magazines and newspapers that reach minority and women readers, participation in recruitment "fairs" and other special events, conferences and conventions, expanded use of special emphasis programs such as those for referral and employment of persons with disabilities, programs for disabled veterans, use of cooperative education programs, and part-time employment.

e. Relationship to Coast Guard Affirmative Employment Plans (AEP's). FEORP plans and AEP's are essential parts of the process to provide equal employment opportunity (EEO) for minorities and women. The AEP, which is developed and coordinated by Commandant (G-HCE), establishes the Coast Guard EEO policy, provides the associated program analysis, including barrier identification, and outlines action items to eliminate identified barriers. FEORP plans, which are coordinated by Commandant (G-PC), constitute a specific tool designed to assist in carrying out the EEO policy by establishing, directing and modifying, if necessary, recruitment activities to eliminate underrepresentation, where identified, of minorities and women in the Coast Guard civilian work force.

f. Program Evaluation. Officials responsible for evaluation of the FEORP program (see paragraph 6) should monitor effectiveness on a continuous basis. Evaluations should show the effectiveness of each method used in terms of the degree of underrepresentation eliminated, and the manner in which efforts have led to improvements. To the extent previous methods have not been successful, evaluations should specifically seek to identify new initiatives or modifications to be employed in the future to correct problem areas or to more readily ensure a successful program.

6. RESPONSIBILITIES.

a. Commandant (G-P) is designated as the Coast Guard's FEORP official and is responsible for overall policy development and evaluation.

b. Commandant (G-PC) is responsible for:

(1) Preparing an annual Coast Guard-wide FEORP plan and submitting the plan for approval of the Office of the Secretary;

(2) Providing advice and assistance to servicing civilian personnel offices with respect to the utility of various recruitment techniques and other matters related to FEORP;

(3) Evaluating local FEORP plans in conjunction with Commandant (G-HCE); and

(4) Coordinating the preparation of an annual FEORP report for submission to the Office of the Secretary.

c. Civilian personnel officers are responsible for preparing and submitting on a timely basis to Commandant (G-PC) annual FEORP plans and any required reports for each serviced area identified in enclosure (2) and for monitoring and evaluating the success of those plans on a continuing basis.

d. Area and district commanders, commanders of maintenance and logistics commands, unit commanding officers, and chiefs of offices and special staff divisions in Headquarters are responsible for:

(1) Assisting the servicing civilian personnel officer in the preparation of required local plans; and

(2) Ensuring compliance with all aspects of FEORP at the local level.

7. ACTION. Area and district commanders, commanders of maintenance and logistics commands, unit commanding officers, and chiefs of offices and special staff divisions in Headquarters shall ensure that the provisions of this Instruction are observed.

8. REPORT REQUIRED. The annual Federal Equal Opportunity Recruitment Program (FEORP) Plan report, RCS-G-PC-5168, shall be forwarded as prescribed.

Encl: (1) Definitions
(2) Coast Guard Areas Requiring Development of Local FEORP Plans
(3) FEORP Plan Format
(4) Format for Underrepresentation Assessments

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DEFINITIONS

1. Barrier. For purposes of this instruction, a personnel principle, policy, or practice which restricts or tends to limit the representative employment of women and minorities.

2. Civilian Labor Force (CLF). Includes all persons 16 years of age and over, except those in the Armed Forces, who are employed, or who are unemployed and seeking work. CLF data is compiled both nationally and for local geographic areas by the Equal Employment Opportunity Commission (EEOC) based on U.S. Census data.

3. Covered Employee Group. Those minority/sex groups potentially targeted for recruitment under FEORP are:

   White Women
   Black Men
   Black Women
   Hispanic Men
   Hispanic Women
   Asian/Pacific Islander Men
   Asian/Pacific Islander Women
   American Indian/Alaskan Native Men
   American Indian/Alaskan Native Women

4. Local (or Geographic) Area. For purposes of determining underrepresentation, the local area is the Standard Metropolitan Statistical Area (SMSA) within which the agency component(s) is located. Each SMSA represents an economic and social unit with a recognized large population nucleus, generally a city of 50,000 or more.

5. Occupational Category. Groupings of jobs by grades and/or occupations within the General Schedule and the prevailing rate (i.e., wage or "blue collar") systems. Occupations may be defined either in terms of specific occupational series, or in professional, administrative, technical, clerical, other, and blue collar (PATCOB) groupings.

6. Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB) Category. Blue collar ("B") occupations are any of those in the prevailing rate (wage) systems. Criteria for additional categories (professional, etc.) are specified in detail under Attachment 2 to Federal Personnel Manual Letter 720-2, but have been briefly summarized below:

   a. Professional occupations are those that require knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor's or higher degree with major study in a specialized field, as distinguished from general education. These occupations follow a two-grade interval pattern. Examples include economist and medical officer.

6. b. Administrative occupations are those that, while they do not require specialized educational majors, do involve the type of skills (analytical, research, writing, judgment) typically gained through a college level general education, or through progressively responsible experience. Usually these jobs follow a two-grade interval pattern. Examples include personnel management and budget administration.

c. Technical occupations are those that involve work typically associated with, and supportive of, a professional or administrative field. They require less than full competence in the related field, but involve nevertheless extensive practical knowledge, gained through on-the-job experience and/or specific training less than that represented by college graduation. Typically these jobs follow a one-grade interval pattern. Examples include communications specialist and engineering technician.

d. Clerical occupations are those that involve structured work in support of office, business, or fiscal operations, and include voucher examining and secretarial work.

e. Other occupations are those that cannot be related to the above professional, administrative, technical or clerical groups, and include cooperative education student and fire protection and prevention.

7. Underrepresentation.

a. A condition in which the percentage of a covered employee group employed within a given occupational category by a Federal agency constitutes a lower percentage than the percentage of that particular group in the appropriate CLF. For example, if 10 per cent of Coast Guard's civilian work force (either nationally or locally) is represented by a given covered employee group, but representation of that group within the corresponding (i.e., national or local) CLF is 15 per cent, that group is underrepresented in Coast Guard's work force.

b. When preparing FEORP plans, underrepresentation is indicated by an *underrepresentation index* (UI). While a comprehensive explanation of the UI is available from Attachment 1 to FPM Letter 720-2, it is sufficient for present purposes to note that the UI represents the ratio of two percentages, that of the representation of the covered group in the agency's (i.e., Coast Guard's) work force, compared to the percentage of that same group in the CLF. The resultant percentage is then multiplied by 100. Underrepresentation is determined to exist whenever the UI is a score less than 100. In the example in paragraph 7 .a. above, the UI may be computed:

$$UI = .10/.15 = .67 \times 100 = 67.$$

Since this score is less than 100, the covered group is found to be underrepresented.

COAST GUARD AREAS REQUIRING DEVELOPMENT OF LOCAL FEORP PLANS

COAST GUARD AREA	ASSOCIATED STANDARD METROPOLITAN STATISTICAL AREA
Alameda/San Francisco	San Francisco/Oakland
Baltimore/Curtis Bay	Baltimore
Boston/Weymouth	Boston
Cleveland	Cleveland
Elizabeth City	Pasquotank Area
Groton/New London	New London/Norwich, CT - Rhode Island
Miami/Miami Beach	Miami
New Orleans	New Orleans
New York City/Brooklyn	New York City
Portsmouth/Cheasapeake/Norfolk	Norfolk/Virginia Beach/Portsmouth Area
Seattle	Seattle
Topeka	Topeka
Washington D. C. Metro Area	Washington D. C. Metro Area

SUGGESTED FORMAT FOR THE FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP) PLAN

RCS-G-PC-5168

AGENCY: _____

PERIOD COVERED BY PLAN - FY _____

CONTACT'S NAME _____

TELEPHONE NO.: _____

RECRUITMENT PRIORITIES TARGETED GROUP (S)	GRADE LEVEL(S)	OCCUPATION(S)	RECRUITMENT METHODS/SOURCES	TARGET DATES

(Note: The above should reflect recruitment priorities only - not a complete list of all underrepresented groups. In addition, it is not necessary to include the underrepresentation indices.)

Enclosure (3) to COMDTINST 12720.4B

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U. S. COAST GUARD
ASSESSMENT OF UNDERREPRESENTATION BY PATCOB
As of: (date)

Employment Category: (Specified PATCOB Group)
Geographic Location: (Specify)

COVERED GROUP	ON BOARD		CLF	UI	FULL	DIFF
	NO.	PCT.	(PCT)	SCORE	REP	
	(A)	(B)	(C)	(D)	(E)	(F)
				(= B/C X 100)	(= C X TOT)	(= E-A)
WHITE WOMEN						
BLACK MEN						
BLACK WOMEN						
HISPANIC MEN						
HISPANIC WOMEN						
ASIAN/PAC MEN						
ASIAN/PAC WOMEN						
AM IND/AK MEN						
AM IND/AK WOMEN						
TOTAL						

NOTES:

Column A represents the number of permanent on-board employees.

Column E indicates the number of permanent on-board employees that would provide full representation.

Column F represents the numerical difference between actual on-board employment and full representation.

The "Total" is provided only for column A.