

U.S. ARMY INSTALLATION MANAGEMENT AGENCY
NORTHEAST REGION PICATINNY GARRISON
PICATINNY ARSENAL, NEW JERSEY 07806-5000

PICATINNY GARRISON -Regulation 690-6

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Civilian Personnel

HUMAN RESOURCE EMPLOYMENT PROGRAM

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1. **Purpose.** This regulation establishes Picatinny Garrison’s Human Resources Employment Program. The objective is to provide direction on the development and implementation of human resource action initiatives, methods and guidelines for tracking organizational performance, and career progression of all employees. This approach is a measurement-based strategy that focuses on process improvement and variation reduction through the application of six sigma theories. The DCMAIC Process (Define, Measure, Analyze, Improve and Control) is inherent in the HRAW system. Under this program the most important concept in management of human resource will be institutionalized to achieve a fully integrated work force at all levels of employment; i.e.

a. The review of all hiring and employment procedures to make sure that no discriminatory practices exists within organizations.

b. That all qualified employees are equally considered/ selected for all levels of employment.

2. **Applicability.** This regulation applies to all managers and supervisors of Picatinny Garrison.

3. **Responsibilities.**

a. The Picatinny Garrison directors and office chiefs will:

(1) Develop Formal and On-The-Job Training (OJT) programs. Local Career Intern positions and Project Leadership programs. Since each organization is different based on the make-up/posture of the work force, supervisors and managers will only be held accountable for developing programs that are within their purview to accomplish.

(2) Where feasible and appropriate, identify potential requirements based on attrition, at the GS- 7 thru GS- 11 level, or equivalent and provide information to the Garrison Commander. Based on this information, a developmental position may be designated if resources are available.

(3) Ensure that selection packages for vacancies, as well as packages for details at the GS-11 or equivalent and above levels are furnished to the Office of Equal Employment Opportunity, for review and concurrence prior to the selection being finalized.

(4) When minorities and women are not represented, managers/supervisors with vacancies at the GS-7 or equivalent and above levels should request, when feasible, positions be filled as temporary promotions. This will be done in an effort to allow eligible employees an opportunity to rotate in these positions to gain visibility and experience.

b. The Civilian Personnel Advisory Center (CPAC) will:

(1) Assist the Equal Employment Opportunity Officer (EEOO) and management officials in developing and implementing an EEO Affirmative Employment Plan.

(2) Assure that personnel programs, policies, procedures, requirements, criteria, and selections are consistent with total EEO policy and action objectives.

(3) Provide support and assistance in areas such as training, counseling, and utilization of personnel program data and statistics.

(4) In conjunction with EEO officials and organizational managers, identify and/or develop strategies for removal of barriers for implementing human resource actions in the personnel management system.

(5) Assist managers in developing upward mobility programs, while encouraging the use of details and developmental assignments.

(6) Forward all proposed disciplinary actions to EEO for review.

(7) Provide a copy of the decision letter of disciplinary actions to EEO.

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c. Utilizing the HRAWs automated system, managers and supervisors at every level will make, as a minimum, annual assessment of their workforce to determine if under-representation exists in the areas of women, minorities or disabled employees. This also can be accomplished using the DMAIC Process. Assessments will cover, but not be limited to the following areas:

(1) Resources - Ensuring personnel and resources are provided in support of EEO objectives.

(2) Full Use of Employees' Skills and Training - Ensuring the use of employee skills to avoid under-utilization and to provide equitable training opportunities for future competitiveness.

(3) Promotion - Ensuring promotional opportunities are provided on an equitable basis to all qualified employees.

(4) Distribution of Awards - Ensuring all employees is provided an opportunity to be recognized for their performance and significant achievements to the fullest extent possible.

(5) Selection - Make selections of qualified applicants to remove traces of under-representation within the work force consistent with organizational human resource objectives.

d. After completing assessments of their workforce, managers/supervisors who determine actions are required, should complete the objectives and the action item blocks of the worksheet. Samples of the assessments and objectives are located on the EEO HRAW's web page.

e. The Commander will require all subordinate supervisors to include EEO initiatives as a goal and demonstrate how they were able to affect change during their performance review

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f. The EEOO will:

(1) Review temporary and permanent selections and details at the GS-11 and above level or equivalent and provide staff recommendation to the hiring authority. In the event of a non- concurrence and the non-concurrence cannot be resolved, the action will be forwarded to the Garrison Commander for resolution.

(2) Review selections of job series that have been identified as underrepresented in women and minorities.

(3) During staff visits provide the Commander, directors and office chiefs with analysis of their EEO performance.

(4) Provide guidance on resolution of discrimination complaints to managers/supervisors, as well as review proposed disciplinary actions forwarded by CPAC.

(5) Furnish technical guidance and supervision to EEO counselors for the resolution of discrimination complaints in the informal stages.

(6) Process and analyze discrimination complaints to identify problem areas.

(7) Participate and conduct special program studies to identify under-representation employment situations or inequitable management practices.

(8) Keep the Commander, Directors and other management officials informed of EEO conditions in the community.

(9) Coordinate with the CPAC concerning all personnel management programs affecting EEO.

(10) Sponsor programs and activities designed to emphasize and improve human resource action objectives.

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(11) Assist managers and employees in understanding Equal Employment Opportunity and their responsibility for affecting change within their organization.

(12) Assist the CPAC in networking to correct situation which present an under-representation in connection with outreach.

(13) Manage the Alternate Dispute Resolution Program

4. **Guidelines.** The following guidelines apply for developing Picatinny Garrison's Human Resource Action Objectives or Initiatives. Directors and office chiefs will have different requirements, but this outline should be used as a framework for most organizations.

a. The directors and office chiefs with input from subordinate supervisors will conduct an assessment as follows:

(1) Identify all employment sectors; e.g., Professional, Administrative, Technical, Clerical, Other and Blue Collar positions, and positions that are part of major career programs.

(2) Take a census of your work force and their grades in each occupational category. Note the numbers and percentages of each specified group. Groups should include Black, Hispanic, American Indian/Alaskan Native, Asian/Pacific Islander, Caucasian, and disabled males and females respectively if they are identified.

(3) After the census is taken, identify problem areas or situations into the following categories:

(a) Those showing under-representation in occupational series and career fields.

(b) Establish measurable objectives and specific timetables for continuous process improvement in various areas.

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(c) After identifying areas of under-representation separate the problem areas into three major categories by cause.

(1) Recruitment and hiring policies which may keep, or have kept, employment of certain sectors of the work force at low levels.

(2) Promotion policies or patterns which may keep qualified employees in low ranking/low paying jobs.

(3) Other employment factors, such as disparity in training or awards, disciplinary actions, etc., which had an adverse impact on advancement of employees.

b. Consider what problems can and must be solved immediately and those which will take more time. There is no particular remedy for any given disparity. Specific initiatives and goals will depend on numerous factors; e.g., budget limitations, manpower constraints, position vacancies. However, a well laid out strategy involves the measurement of how well business processes meet their objectives and offers strategies to make needed improvements.

(1) Set immediate and long range objectives and establish action items designed to accomplish your objectives. Set specific objectives for each job category.

(2) Established objectives should be significant, measurable, and attainable. Your internal work force provides the basic data on which objectives and timetables are formulated. The achievement of objectives can have many beneficial effects that help males and females provide equal work regardless of gender, race, or ethnicity, contribute to high morale of the work force, increase efficiency, reduce employee turnover, and allegations of discrimination. This process allows managers to have clearly defined deliverables.

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c. The tools for supervisors/managers to accomplish their actions have been developed and will be available on the Picatinny Web Page. The HRAW, when completed, will be accessible only by the organizational chain (from the top down). Only the originator will be permitted to write to it (and change it); all others within the organizational chain will only be able to read it.

(1) The EEO Office will schedule periodic training on the procedures to complete the HRAWs.

(2) Criteria. The basis for initiative development is the identification of a human resource action or defining the requirement. In some instances this requirement is caused by the need to correct the effects of institutional discrimination. In other instances, the requirement arises from a need to manage, assess, and report on the status of the total work force. The success of this effort will depend on specific human resource actions being developed (not merely reviewed) by the proponents responsible for the human resource actions.

(3) Initiative Development Process. Commanders and office chiefs must interact on a face-to-face basis with their subordinates to ensure that all participants have an understanding of the goal development process. Accountability or ownership of human resource action initiatives must rest with the individual supervisor with the resources and authority to influence initiative accomplishment.

(4) Initiative Revision. Revisions and analysis of the situation should be based on sound reasoning, consideration of variables, and realistic constraints. The acceptability of the standards used to develop human resource action goals may change as new information becomes available and/or there is a change in the variables initially considered during initiative development. Analysis of the situation will occur routinely following the periodic assessment or as required.

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(5) Strategic Workout Session (SWS). Just as in initiative development Successful review and analysis reporting of human resource action progress must involve the Commander, directors and office chiefs. Periodic reviews presented to the Commander or their designee, are particularly effective techniques and set the stage for information exchange, guidance, and follow –up action. Managers and supervisors who are human resource action initiative proponents should address specific human resource action initiatives to their supervisors. Problems are quickly identified and a plan of action that combines the resources of all interested and responsible activities can be developed.

d. Measurement.

(1) Measurement is an essential element of human resource action initiative development and accomplishment and should be used for all areas that have quantifiable goals; i.e., awards, promotions and training. Actual results achieved will be compared with human resource action initiatives. Measurement also provides a basis to illustrate trends, highlight the magnitude of differences, and point to the direction of change.

(2) Data collection provides decision makers with one of the management tools necessary to assist in the assessment of the status of their human resource action initiative efforts. It can also highlight progress, identify problem areas, and form a cornerstone to effective communication. This information must not be viewed in a vacuum. Attitude, perception, experience and management judgment are also important and must be considered by the Commander, and directors assessing equal employment opportunity progress and identifying problem areas.

(3) Under-representation could be an indicator that people are possibly being treated differently and that this treatment is or may be correlated with their EEO affiliation. By calculating such indicators at predetermined milestones, one can measure if representation for different groups is increasing, remaining, stable or decreasing.

e. Complete the automated HRAW.

f. After completion of the HRAW:

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(1) Confer with your supervisor/manager to assure that the action objectives can be accomplished.

(2) Review of HRAW's forms should be made at the directorate level. Compilation represents total directorates input.

(3) Compile all HRAW's initiatives at the directorate level. Compilation represents total directorate input.

g. Expected standards of EEO principles and practices for managers/supervisors: (NOTE: EEO performance objectives are not required for those managers who do not supervise employees.)

(1) When evaluating a supervisor's self assessment and contributions in support of EEO, Picatinny Garrison's commitment to continuous process improvement must be demonstrated through the supervisor's ability to affect meaningful change within his or her organization. Performance objectives must be attainable during the rating period and be stated in visible positive terms.

(2) Factors that should be considered are:

(a) Under-representation of employees in the work force and efforts by the supervisor to correct the posture. The ability of the supervisor to provide equal employee benefits such as training, promotions, and awards for employees within the organization.

(b) Not be found culpable in a complaint of discrimination sustained by Headquarters, Department of the Army.

(c) Actions taken or lack of, when there are opportunities to effect changes within organizations.

(3) Supervisors appointed during mid-year should coordinate with their supervisor to determine the feasibility of adopting their predecessor's objectives. If not feasible, documentation stating such should be provided during the performance review.

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h. Information regarding any violation of the EEO policy by the supervisor will be provided to commanders and directors prior to the supervisory evaluation being completed.

**APPENDIX A
HUMAN RESOURCE ACTION WORKSHEET (HRAW)
FUNDAMENTALS**

Make sure you are committed to a maximum effort.

Review all your hiring and employment procedures to ensure no stereotypical practices exist, or other policy or practice exists that provides for or supports disparity in treatment to any member of the work force.

Ensure all of your subordinate supervisors in your organization are using the same criteria.

Seek out problem areas in your organization and take immediate steps to correct them. Set minimum objectives and action items for hiring more under-represented groups where feasible

Look for current employees who should be considered for promotion, training, upward mobility designation and career development.

Present an equal employment image to all outsiders - both prospective employees and current employees.

Seek out directorates, etc., which may be under-represented by certain groups and pay special attention to recruitment for them.

When you recruit look for trainable persons; as well as those already qualified.

APPENDIX B
SUGGESTED SUPERVISORY EEO OBJECTIVES

1. Establish or strive to meet and exceed realistic and responsive EEO Human Resource goals and objectives in all areas of employment that reflect mission, work unit, community, and individual needs.
2. Use available programs to support EEO. Use Special Employment Programs, especially those that reach people with disabilities; assign career advancing work and training opportunities to qualified women and minorities; mentor and advise high potential individuals, especially women and minorities who have historically been excluded from traditional networks; provide equal opportunity in awards, overtime, and desirable work shifts, travel, etc.
3. Take quick action to fix problems. Correct situations that create an unhealthy environment or adversely impact morale. Take quick action if there is indication of any discriminatory treatment including sexual harassment.
4. Support commemorative functions. Attend and send subordinates to programs sponsored by and for protected groups (women, minorities, and persons with disabilities), attend or participate in local community activities that facilitate EEO; e.g., civic clubs, women's clubs, children's support groups, etc.
5. Involve subordinates in the effort. Allow them to serve on committees and councils that foster increased understanding of cultural differences and equal opportunity.
6. Some examples of the above are:
 - Complete a total assessment, identify problems, establish objectives, and complete documentation with implementing tasks by specified rating periods.
 - Submit annually on the objectives and actions, approved by immediate supervisor.

**APPENDIX C
SUGGESTED EEO HUMAN RESOURCE GOALS FOR THE
CONTRIBUTION-BASED COMPENSATION AND APPRAISAL
SYSTEM (CCAS)**

1. Selection/Promotion - When the opportunity arises, make selections that improve the diversity of the workforce.
2. Awards – Provide opportunities for all employees to earn awards on an equitable basis.
3. Training - Provide training opportunities for employees that assist them to become competitive for the next higher grade and to improve their skill sets.
4. Resources - Provide personnel and monetary resources in support of the Minority College Relations Program.

GLOSSARY

Section I

Abbreviations

CLF	Civilian Labor Force
CPM.....	Career Program Manager
CPAC	Civilian Personnel Advisory Center
EEO.....	Equal Employment Opportunity
EEOO	Equal Employment Opportunity Officer
HRAW	Human Resource Action Worksheet
TDA	Table of Distribution and Allowances

Section II

Terms

Affirmative Employment Program Plan

Planned actions taken to overcome the effect of past and present discriminatory practices, policies, or other barriers to equal employment opportunity.

Civilian Labor Force

Local, state, or national statistics, reflecting employees or those eligible for employment, broken down into minorities by sex and white women.

Equal Employment Opportunity

Consideration and treatment based on merit, irrespective of race, color, religion, sex, national origin, age, physical/mental disability or reprisal.

EEO Group Members

White males and females, Black males and females, Asian/Pacific Islander males and females, Hispanic males and females, American Indians/Alaskan Natives male and females and disabled male and females.

Goal

An action item, which when accomplished, leads to achievement of an objective or initiative.

