

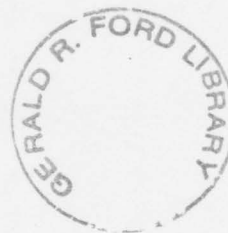
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THE ADMINISTRATION
AND
EQUAL EMPLOYMENT OPPORTUNITY
FEDERAL EXECUTIVE INSTITUTE
CHARLOTTESVILLE, VIRGINIA



BY:

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THE ADMINISTRATION
AND
EQUAL EMPLOYMENT OPPORTUNITY

WITHOUT GOING INTO FINE POINTS OF CONTROVERSY, ANY MEMBER OF THIS ADMINISTRATION'S TEAM HAS TO AGREE THAT WE HAVE CERTAINLY TAKEN OUR LUMPS DURING THE PAST YEAR.

THE MEDIA FREQUENTLY REFER TO ANYONE WHO SPEAKS IN BE HALF OF THE WHITE HOUSE AS AN "APOLOGIST." THERE IS A PRESUMPTION IN THIS CHOICE OF TERMS THAT THE SUBJECT UNDER DISCUSSION SOMEHOW CALLS FOR A DEFENSIVE ATTITUDE ON THE PART OF THE SPOKESMAN -- THAT SOMETHING HAS GONE WRONG AND THE PUBLIC WANTS TO KNOW WHY.

IT IS A PARTICULARLY PLEASANT AND COMFORTABLE EXPERIENCE, THEREFORE, FOR A MEMBER OF THE WHITE HOUSE STAFF TO BE ABLE TO ADDRESS A GROUP WHICH KNOWS ABOUT EQUAL EMPLOYMENT OPPORTUNITY -- ON THE SUBJECT OF EQUAL EMPLOYMENT OPPORTUNITY.



YOU KNOW WHERE THIS ADMINISTRATION STANDS ON EQUAL OPPORTUNITY IN FEDERAL EMPLOYMENT; YOU KNOW THIS ADMINISTRATION HAS VIGOROUSLY IMPLEMENTED A STRONG POLICY OF EQUAL OPPORTUNITY IN FEDERAL EMPLOYMENT; AND YOU KNOW THAT SIGNIFICANT PROGRESS HAS BEEN MADE AND CONTINUES TO BE MADE.

YOU ARE ALL AWARE, FOR EXAMPLE, THAT ONE OF PRESIDENT NIXON'S FIRST OFFICIAL ACTS -- SHORTLY AFTER HIS INAUGURATION IN 1969 -- WAS TO REMIND EXECUTIVE BRANCH OFFICIALS OF HIS DEEP PERSONAL COMMITMENT TO THE IDEAL AND PRACTICE OF EQUAL OPPORTUNITY.

YOU KNOW THAT AT THE SAME TIME HE DIRECTED A STUDY OF PROGRAM PROGRESS AND PROBLEMS, AND CALLED ON CHAIRMAN HAMPTON OF THE CIVIL SERVICE COMMISSION TO SHOW WHERE IMPROVEMENTS COULD BE EFFECTED.



YOU WILL RECALL CHAIRMAN HAMPTON'S IN-DEPTH STUDY AND REPORT TO THE PRESIDENT, AND YOU OF COURSE KNOW THAT ON AUGUST 8, 1969 THE PRESIDENT RESPONDED WITH THE ISSUANCE OF EXECUTIVE ORDER 11478 AND OTHER DIRECTIVES TO TOP FEDERAL MANAGERS.

THOSE OF YOU WHO ARE FAMILIAR WITH THE EXECUTIVE ORDERS OF RECENT PRESIDENTS ALSO KNOW THAT 11478 IS THE STRONGEST ORDER ON EQUAL EMPLOYMENT OPPORTUNITY EVER ISSUED BY ANY PRESIDENT. YOU KNOW IT IS THE MOST SPECIFIC SUCH ORDER WITH REGARD TO THE RESPONSIBILITIES OF FEDERAL AGENCIES FOR CARRYING OUT A FULL RANGE OF AFFIRMATIVE ACTIONS TO ACHIEVE EQUAL EMPLOYMENT OPPORTUNITY.

YOU HAVE ALL READ THE LAW IN THIS AREA -- PUBLIC LAW 92-261, THE EQUAL EMPLOYMENT OPPORTUNITY ACT OF 1972. AND SO YOU KNOW THAT CONGRESS WAS SO IMPRESSED WITH THE COMPREHENSIVENESS AND THE EFFECTIVENESS OF EXECUTIVE ORDER 11478 THAT THE REQUIREMENTS OF THE ORDER ARE INCORPORATED -- BY SPECIFIC REFERENCE -- INTO THE LAW.



AND THIS IS A LAW, BY THE WAY, WHICH YOU KNOW THIS ADMINISTRATION WANTED AND PUSHED HARD TO GET ENACTED. YOU MAY NOT KNOW THAT THE PRESIDENT FOLLOWED UP WITH A TREBLED BUDGET FOR THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION.

SO FAR, I HAVE SIMPLY POINTED OUT THAT THERE ARE A LOT OF WHAT THE FOLKS OVER AT THE STATE DEPARTMENT SOMETIMES CALL "PIECES OF PAPER," SETTING FORTH A STRONG ADMINISTRATION COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY IN GOVERNMENT. WE ALL KNOW THEY EXIST, OF COURSE, BUT I DON'T THINK IT HURTS TO TAKE ANOTHER LOOK NOW AND THEN TO REMIND OURSELVES OF WHAT THE ADMINISTRATION'S POSITION REALLY IS.

THE "PIECES OF PAPER" SET THE TONE, AND THEY DOCUMENT THE STRENGTH OF THE COMMITMENT OF THE POLITICAL LEADERSHIP. THIS IS VITAL UNDER OUR SYSTEM OF GOVERNMENT.



BUT, LEST ANYONE INFER THAT EQUAL EMPLOYMENT OPPORTUNITY IS A "PAPER" PROGRAM, LET'S LOOK AT THE RECORD.

AND AGAIN I'M NOT TALKING ABOUT SOMETHING YOU DON'T KNOW ABOUT. YOU ARE THE PEOPLE WHO, ALONG WITH YOUR COLLEAGUES IN AGENCY MANAGEMENT, HAVE COMPILED THE RECORD. I'M SURE YOU ARE PROUD OF YOUR ACCOMPLISHMENTS, JUST AS WE ARE PROUD TO REVIEW THEM AND REPORT THEM.

LET'S LOOK BRIEFLY AT THE FACTS AND FIGURES.

-- WELL OVER HALF A MILLION FEDERAL CIVILIAN EMPLOYEES ARE BLACK, OR SPANISH SURNAMED, OR AMERICAN INDIAN, OR ORIENTAL. THAT'S A FULL 20 PERCENT OF ALL FEDERAL EMPLOYEES.

-- MINORITY EMPLOYMENT HAS GONE UP UNDER THIS ADMINISTRATION, WHILE TOTAL EMPLOYMENT HAS GONE DOWN.



-- THE NUMBER OF MINORITIES WHO HOLD MORE RESPONSIBLE AND BETTER PAYING JOBS IN THE HIGHER GRADES HAS INCREASED DRAMATICALLY. IN JUST ONE YEAR, FOR EXAMPLE -- FROM NOVEMBER 1971 TO NOVEMBER 1972 -- MINORITY EMPLOYMENT IN THE "SUPERGRADES" WENT UP A WHOPPING 54 JOBS. AND THIS WAS A PERIOD WHEN NON-MINORITY EMPLOYMENT IN THE SUPERGRADES WENT DOWN BY 19 JOBS. EVEN MORE ENCOURAGING ARE THE FIGURES SHOWING SIGNIFICANT MINORITY INCREASES IN THE LEVELS JUST BELOW THE SUPERGRADES, WHERE MANY OF TOMORROW'S TOP MANAGERS ARE BEING PREPARED."

-- SIMILAR PROGRESS IS REFLECTED IN THE DATA ON EMPLOYMENT OF WOMEN. THERE HAVE BEEN NUMERICAL AND PERCENTAGE INCREASES FOR WOMEN AT EVERY GRADE LEVEL ABOVE GS-12, INCLUDING THE SUPERGRADES.



THIS KIND OF PROGRESS IS BEING ACHIEVED IN AN EMPLOYMENT SYSTEM WHOSE GOVERNING PHILOSOPHY IS MERIT, AND NOT A PERSON'S SKIN COLOR OR SEX.

THE PRESIDENT HAS MADE IT CLEAR THAT SUCH NON-MERIT CONSIDERATIONS HAVE NO PLACE IN THE FEDERAL HIRING PROCESS, AND THAT HE IS OPPOSED TO THE NOTION OF QUOTAS OR PROPORTIONAL REPRESENTATION.

SCHEMES OF THIS NATURE ARE SIMPLY NOT AN ACCEPTABLE SUBSTITUTE FOR REAL AFFIRMATIVE ACTION, AND NO ONE SHOULD BE CONFUSED ON THIS ISSUE. THE PRESIDENT WANTS A STRONG AFFIRMATIVE ACTION PROGRAM, AND HE WANTS IT DIRECTED AT MEN AND WOMEN IN ALL GROUPS -- INCLUDING BLACKS, INCLUDING SPANISH-SPEAKING, INCLUDING THE INDIAN PEOPLE, ASIAN-AMERICANS, AND PEOPLE OF OTHER RACIAL AND ETHNIC EXTRACTIONS.

WHERE SPECIFIC PROBLEMS ARE IDENTIFIED WITH SPECIFIC GROUPS, THEN SPECIAL EMPHASIS NEEDS TO BE GIVEN TO



SOLVING THOSE PROBLEMS: AND IN THIS REGARD THE ADMINISTRATION HAS STRONGLY SUPPORTED THE CABINET COMMITTEE ON OPPORTUNITIES FOR SPANISH-SPEAKING PEOPLE.

WE KNOW YOU HAD A MAJOR ROLE IN MAKING PROGRESS. YOU ARE THE REAL MOVERS IN YOUR RESPECTIVE AGENCIES. YOU ARE THE PEOPLE WHO TELL YOUR COLLEAGUES WHAT NEEDS TO BE DONE AND HOW TO DO IT.

BUT YOU KNOW YOU WERE ABLE TO MAKE THINGS HAPPEN BECAUSE THE ADMINISTRATION'S COMMITMENT WAS THERE WHEN YOU NEEDED IT TO BACK YOU UP.

YOU KNOW YOU WERE ABLE TO DO IT BECAUSE THE CIVIL SERVICE COMMISSION HAS FULLY COMMITTED ITS RESOURCES TO LEADERSHIP, GUIDANCE, ADVICE AND ASSISTANCE FOR YOUR PROGRAM EFFORTS.

YOU KNOW YOU WERE ABLE TO DO IT BECAUSE THIS ADMINISTRATION HAS MADE RESOURCES AVAILABLE TO DO IT -- SEVENTY MILLION DOLLARS EARMARKED IN FEDERAL BUDGETS



LAST FISCAL YEAR FOR INTERNAL EEO PROGRAMS: A HUNDRED MILLION DOLLARS THIS FISCAL YEAR: EVEN MORE NEXT FISCAL YEAR.

PART OF MY JOB IS TO TRY TO ARTICULATE TO MINORITY GROUPS WHAT THE ADMINISTRATION IS ALL ABOUT. IT IS NOT AN EASY JOB. I FRANKLY DON'T THINK CREDIT IS ALWAYS GIVEN WHERE CREDIT IS DUE; AND IT IS ALSO PART OF MY JOB TO SET THE RECORD STRAIGHT WHEN I HAVE AN OPPORTUNITY TO DO SO.

AND WHILE WE'RE TALKING ABOUT THE RECORD, LET'S ALSO BRING IT UP TO DATE. NOT THAT THE THINGS I'VE ALREADY MENTIONED ARE OUT OF DATE -- THEY ARE VERY MUCH ALIVE AND WORKING.

BUT JUST LAST MONTH THE PRESIDENT ONCE AGAIN STRESSED THE IMPORTANCE OF MEETING THE ADMINISTRATION'S OVERALL EQUAL OPPORTUNITY GOALS.

IN A PERSONAL LETTER TO CIVIL SERVICE COMMISSION CHAIRMAN BOB HAMPTON, THE PRESIDENT APPROVED THE



COMMISSION'S ELEVEN TOP LEVEL OBJECTIVES FOR THE COMING YEAR, BUT SINGLED OUT JUST ONE OF THOSE OBJECTIVES FOR SPECIAL MENTION.

THE OBJECTIVE WHICH CAPTURED THE PRESIDENT'S PARTICULAR INTEREST AND ATTENTION HAS TO DO WITH UPWARD MOBILITY FOR FEDERAL EMPLOYEES, AN INTEGRAL PART OF THE TOTAL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM.

I KNOW THAT THIS WHOLE CONCEPT OF UPWARD MOBILITY -- MAKING IT POSSIBLE FOR PEOPLE TO COMPETE EFFECTIVELY FOR ADVANCEMENT -- IS NEAR AND DEAR TO THE PRESIDENT: AND IT IS AN IDEA HE WANTS TO SEE IMPLEMENTED. IT IS NOT JUST A CIVIL SERVICE COMMISSION OBJECTIVE TO DO SO. IT IS A PRESIDENTIAL OBJECTIVE, AND IT IS YOUR OBJECTIVE.

WE IN THIS ADMINISTRATION ARE PROUD OF WHAT IS HAPPENING IN EQUAL EMPLOYMENT OPPORTUNITY, AND WE ARE PROUD OF OUR PART IN MAKING IT HAPPEN. WE ARE ALSO



CONFIDENT THAT WHAT WE HAVE PLANTED WILL GROW AND BEAR LONG BEYOND OUR TENURES.

WE HAVE NOT REACHED THE END OF THE ROAD BY ANY MEANS, AND YOUR WORK IS CUT OUT FOR YOU FOR A LONG TIME TO COME. BUT THE PRESIDENT HAS PROVIDED THE LEADERSHIP: HE HAS REPEATEDLY DEMONSTRATED HIS INTEREST AND COMMITMENT: HE HAS BEEN RESPONSIVE TO YOUR NEEDS AND SUPPORTIVE OF YOUR EFFORTS.

TO SAY THE ADMINISTRATION IS SATISFIED AND HAS DONE EVERYTHING AND CAN DO NOTHING ELSE WOULD BE AS ABSURD AS SAYING THAT YOU ARE SATISFIED AND HAVE DONE EVERYTHING AND CAN DO NOTHING ELSE. THE PRESIDENT HAS ASKED TO BE KEPT POSTED ON PROGRESS, AND HE EXPECTS FURTHER PROGRESS. I KNOW FROM OUR PERSONAL TALKS THAT HIS INTEREST IS A CONTINUING INTEREST, AND THAT HIS INVOLVEMENT IS A CONTINUING INVOLVEMENT; JUST AS YOUR INTEREST AND INVOLVEMENT ARE CONTINUING.



I BROUGHT NO JUICY MORSELS OF HERETOFORE UNDISCLOSED INFORMATION WITH ME FROM THE WHITE HOUSE. I DID NOT COOK UP ANY PROGNOSTICATIONS OF WHAT IS GOING TO HAPPEN NEXT ON THE POLITICAL SCENE AND TO WHOM IT'S GOING TO HAPPEN.

SOMETHING ALONG THOSE LINES MAY HAVE BEEN MORE TITILLATING, BUT I THINK YOU WILL AGREE THIS IS NOT THAT KIND OF A FORUM. IN ANY CASE, AS I TALKED WITH THE PRESIDENT, HIS PERSONAL AS WELL AS HIS OFFICIAL COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY CAME THROUGH LOUD AND CLEAR, AND THAT IS WHAT I THINK I NEED TO IMPART HERE.

WHAT I DO BRING FROM THE WHITE HOUSE, THEN, IS THE PRESIDENT'S ASSURANCE THAT HE IS WITH YOU ALL THE WAY AS YOU WORK OUT SOLUTIONS TO THE PROBLEMS YOU HAVE TO OVERCOME. TO THAT END, I ALSO BRING HIS BEST WISHES -- AND MINE -- FOR A SUCCESSFUL AND FRUITFUL CONFERENCE.

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