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**EQUAL EMPLOYMENT OPPORTUNITY ENHANCEMENT PROGRAM FOR CIVILIAN
NAVY EMPLOYEES: END OF FELLOWSHIP REPORT**

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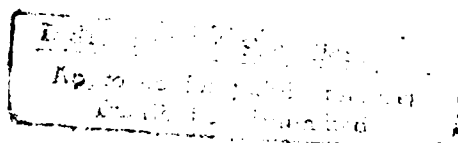
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Field of Specialization: Industrial/Organizational Psychology



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EQUAL EMPLOYMENT OPPORTUNITY ENHANCEMENT PROGRAM FOR CIVILIAN NAVY EMPLOYEES: END OF FELLOWSHIP REPORT

Background and Relevance to Previous Work

Navy has instituted a four-year, \$1.4 million research program to remove unnecessary barriers that prevent the optimal utilization of women and Hispanics in blue-collar jobs. Results obtained during the first two years (Phase I) of this program provide the direction for the remaining two years of the program.

Fellow's Contribution to the Project During 1988

- * Briefed sponsors and Evaluation and Implementation Group in Washington, DC, in March
- * Wrote technical report (described in following pages) for the Geographic Mobility Study
- * Developed follow-up survey for the Longitudinal Study
- * Designed research to investigate the utility of videotaped training on how to complete the federal government's employment application blank--SF-171
- * Analyzed structured interview data to determine the content of on-site interviews at seven Navy activities
- * Conducted two-days interview at seven activities: Pt. Mugu Missile Test Center, Charleston Naval Shipyard, Portsmouth Naval Shipyard, Pensacola Naval Air Station, Puget Sound Naval Shipyard, Keyport Navy Undersea Weapons Engineering Station, and Long Beach Naval Shipyard
- * Co-conducted a one-hour EEO training seminar for Navy Personnel Research and Development Center supervisors
- * Prepared two manuscripts--one for presentation consideration at a national professional convention and the other for publication consideration in a journal for personnel practitioners
- * Developed work plans delineating the responsibilities of the people assigned to the project
- * Worked on another project being conducted by my supervisor during data-gathering delays for the EEO Enhancement Project. (Those accomplishments are not documented herein because my fellowship proposal did not include activities on that project.)

Project Documentation

Various portions of Phase II of the EEO Enhancement Project have been completed. What follows is a progress report on the studies to be documented with technical notes. To date, only the Geographic Mobility study has been completed. *Keywords: Naval Research*

*Civilian personnel,
Geographic areas,
Employment studies,
Ethnic groups,
Race relations, (COW)
Personnel management
Equalization.*



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Geographic Mobility Study

Problem

Each Navy activity establishes equal employment opportunity (EEO) goals proportional to the racial/ethnic and gender composition of workers in occupations in local, regional, and national labor markets. Despite the proportionality of such goals, activities have been differentially successful in achieving their EEO objectives, especially with regard to Hispanics.

Objective

One possible strategy for attracting more Hispanics and furthering Navy's movement toward a fully integrated civilian work force is to recruit Hispanics from geographic areas in which they are concentrated and employ them in other geographic areas. While such a strategy has been common in the recruitment of Blacks from traditional Black colleges, it is seen less frequently with regard to Hispanics. One possible explanation for the different recruitment strategies for the two minority groups may be the belief that because of their cultural emphasis on the family Hispanics are less geographically mobile than are other racial/ethnic groups. This research investigated the veracity of that assumption.

Approach

Approximately 1,450 persons from a geographic area with a high concentration of Hispanics responded to a survey which asked questions about the likelihood of moving (a) to various states, (b) for given types of jobs, and (c) if certain conditions existed. Although the sample could not be stratified to reflect the composition of the U.S. labor market, it was large and diverse enough to allow Hispanics' answers to be compared to the answers given by Anglos and Blacks.

Findings

(1) No significant difference was detected among the three groups with regard to their willingness to move if presented with five incentives for moving. Obtaining a good job was not a sufficient reason to move, but having moving expenses paid or earning 20% more than currently paid were attractive incentives for all three groups.

(2) In analyses to determine willingness to move to 29 new locales/states, Hispanics reported significantly less willingness to move than did Anglos for 12 of the locales, and Blacks reported significantly less willingness than did Anglos for 2 of the new locales. Hispanics' average willingness means were highly related to the proportions of Hispanics found in the states.

(3) Relative to Hispanics and Anglos, more Blacks reported being willing to perform sales and janitorial jobs. More Anglos reported being willing to consider management jobs than did individuals from the other two groups. Hispanics reported being willing to consider clerical and office work at a higher rate than did Anglos.

(4) No racial/ethnic group difference emerged when respondents indicated the reason(s) for which they might not wish to move.

Conclusions

While the influence of families on the relocation decisions of Hispanics is strong, Black and Anglo workers are equally affected by family considerations. Moreover, the incentives needed to induce Hispanics to move for employment are the same incentives that would influence the other two groups in this study. Hispanic willingness to move was significantly affected, however, by the geographic area of the new job. That is, their proclivity was no different from Blacks and Anglos if the new area had a high concentration of Hispanics, but it was significantly less than that for Anglos if Hispanic representation in the area was low. Because of the limitations of the sample, further research is needed before these results can be generalized to other Hispanic groups or other geographic areas than were the data were collected.

Edward's, J.E., Thomas, P.J., & Bower, J.L. (1988). Moving for employment: Are Hispanics less geographically mobile than Anglos and Blacks? (NPRDC TN 88-44). San Diego, CA: Navy Personnel Research and Development Center.

Hispanic-Entry and Women-Entry Studies

Problem

Women comprise a majority of the U.S. population, and Hispanics are projected to be the largest racial/ethnic minority group in the U.S. before the year 200. As such, those two groups represent valuable human resources, but both groups of potential employees have traditionally been under-utilized by the private and public sectors. While the work behavior of women has been a focus of research over the past two decades, industrial/organizational psychology literature that includes Hispanics as an identifiable work group has been very limited. Indeed, Edwards' (1988) literature review of work-related issues pertaining to Hispanics demonstrated how little is known.

Objective

These studies were initiated to determine if the majority group (White males) differed from the women and Hispanics recruited by the Navy for its civilian blue-collar jobs.

Approach

Navy identified 30 activities for participation in Phase II of the EEO Enhancement Project. The activities are located throughout the continental U.S. Each woman or Hispanic who entered a blue-collar (wage-grade) job at one of those activities was to have been administered a questionnaire by a contact person at that activity. Also, to investigate gender and ethnic-group differences from the majority group, a comparison white male was surveyed whenever his accession followed the accession of a woman or Hispanic. To avoid over-sampling from a limited number of activities, no command submitted more than 20 forms for each of the following groups: woman accessing, Hispanics accessing, white males accessing.

Data gathering had been scheduled for completion on March 31, 1988. During the February briefing with sponsors and the Evaluation and Implementation Planning Group, data gathering was extended (for a second time) for an additional six months in an effort to increase the sizes of the various samples. The numbers and types of surveys completed were: 79 Hispanic, 75 Anglo control, 164 women, and 105 men control. Hiring freezes and other personnel issues resulted in some commands not submitting any data.

Current Status

Data analyses for the Hispanic-entry study were begun in late October. Findings and recommendations from the Hispanic study will be briefed at the annual EIPG meeting in March 1989.

Data analyses for the women-entry study will not be started until the Hispanic-entry study has been prepared for publication as a technical note. The women-entry study has been projected for publication as a technical note by the end of FY 89.

Edwards, J.E. (1988). Work outcomes as predicted by attitudes and demographics of Hispanics and non-Hispanics: A literature review (NPRDC TN 88-23). San Diego, CA: Navy Personnel Research and Development Center.

Structured and On-Site Interview Study

Problem

Surveys that gather background and attitudinal data from newly hired employees can not assess the obstacles encountered when implementing EEO programs. Budgetary constraints, seemingly conflicting policies and instructions (e.g., Veterans' preference and increasing the proportion of women in blue-collar jobs), etc., are organizational issues which must be considered to help the Navy move to its goal--full EEO.

Objective

A future technical note based on data from structured-interview questionnaires and on-site interviews will document perceptions of individuals responsible for the implementation of EEO programs at the 30 Phase II activities and perceptions, recommendations, and problems of individuals affected by the establishment of such programs.

Approach

For each of the 30 activities, structured-interview questionnaires were sent to civilians overseeing the implementation of and advertising for EEO: Deputy EEO Officer (DEEOO), Federal Women's Program Manager (FWPM), Hispanic Employee Program Manager (HEPM), Civilian Personnel Officer/Industrial Relations Director (CPO), and the Public Affairs Officer. The questionnaires assessed the background and attitudes of respondents (e.g., formal EEO training, seniority, and opinions regarding the viability of EEO at the activity) and listed several pieces of data to be supplied by the respondent (e.g., job descriptions, racial/ethnic and gender breakdown of committees, and articles concerned with EEO which were published in the activity newspaper).

Fourteen activities were visited for two days each. An activity was selected if (a) 10 or more entry surveys had been submitted from there or (b) the number of entry surveys submitted was small relative to the number of Hispanics and women who could have been hired (given the racial/ethnic and gender mix of the blue-collar work force in that geographic area).

Information from the structured-interview questionnaires determined the focus of the interviews during the two-day site visits at the 14 activities. At each site, individual interviews were conducted with the Commanding Officer, DEEOO, FWPM, HEPM, and CPO. Group interviews were also conducted at each activity. The four groups that were interviewed were blue-collar women, blue-collar Hispanics, supervisors of blue-collar workers, and union representatives for the blue-collar trades.

Current Status

Quantitative data from the structure-interview questionnaires have been entered into the computer. Similarly, information gathered in the on-site interviews has been documented. Unlike the other technical notes, the analysis of the structured-questionnaire and interview data will be primarily qualitative and descriptive. The technical note is projected for publication in September 1989.

Implementation of Training: Completing the SF-171

Problem

In interviews conducted during Phase I of the EEO Enhancement Project, EEO and civilian personnel staff attributed the underrepresentation of Hispanics to problems encountered when completing the SF-171. Currently, the EEO staff at many activities provide training to teach perspective employees how to complete the SF-171 application blank. Because a major portion of the training is the same across activities and because the training is sometimes given as often as once per month, EEO staff may be performing such training in a non-optimal manner. Also, EEO staff seldom have program-evaluation skills. As a result, few activities have performed formal evaluation of their SF-171 seminars. It remains to be seen if attendance at such training actually helps an applicant complete the form.

Objective

This study will formally evaluate the validity of a new one-half hour videotape that was developed to review the fundamentals of completing the SF-171. The study will determine if (a) the videotaped training is better than no training, (b) the videotaped training is as good as the more time-consuming and costly process of continually presenting the same seminar time and again, and (c) videotaped training can be enhanced by supplemental instructor-based training.

Approach

As presently planned, four groups of students who are enrolled in their last semester of training/education will participate. All the students will be enrolled in programs that train them for blue-collar jobs. The Control Group will complete SF-171s as part of a English project. Experimental Group 1 will receive the videotaped training before completing SF-171s. Experimental Group 2 will receive one hour of instructor training by an EEO staff member who is currently conducting such training seminars. Experimental Group 3 will view the one-half hour videotape and one-half hour of instructor-presented training.

Current Status

The videotape was completed in late November 1988. The research design was developed in December 1988. Data gathering will commence in February and be completed by the end of April 1989. The technical note should be available by the end of June 1989. Shortly thereafter, the videotape will be made available for distribution to Navy activities.

Longitudinal Study

Problem

Characteristics of the organization: the work place/environment, characteristics of the work itself, practices and policies, and social and group influences have been shown to affect whether an individual attempts to join and remain in an organization. Such perceptions may vary accounting to a person's position within an organization, e.g., recruiter vs. job applicant or worker. The Hispanic- and women-entry studies could not address such issues because newly hired employees would not have had the information necessary to answer questionnaires.

Objective

This study is designed to compare the perceptions of Hispanics, women, and White males. If differences are found, interventions can be developed to change any real or perceived barriers which are unnecessary to the safe and efficient accomplishment of Navy's civilian mission.

Approach

One year after Hispanics, women, and White-male controls completed their entry surveys, they will be asked to complete a follow-up questionnaire. The latter questionnaire will address the issues presented in the Problem statement.

Current Status

The follow-up survey was constructed in March 1988. Data gathering began in April 1988 and is scheduled for completion in October 1989 (one year after the entry-survey data gathering was completed). The technical note will be available in March 1990.