

DEPARTMENT OF THE ARMY  
Corps of Engineers, Northwestern Division  
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CENWD-HR  
Regulation  
No. 690-1-7

15 July 2002

Civilian Personnel  
FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP) PLAN

**History.** This issue is a revision of NPDR 690-1-720 becoming an NWDR due to the restructuring of the Northwestern Division. Changes that have been made are **bolded** for ease of identification.

**Summary.** This regulation on the establishment and management of the Federal Equal Opportunity Recruitment Program is being revised because of the Northwestern Division restructuring and the Corps of Engineers district Human Resource offices changing to Civilian Personnel Advisory Centers (CPACs).

1. PURPOSE. This regulation establishes policy and procedures for the management of the **Northwestern Division (NWD) Federal Equal Opportunity Recruitment Program (FEORP).** **The regulation ensures a sense of awareness throughout the NWD and directs each NWD location to actively participate in the increased employment and advancement of minorities and women in underrepresented occupational and grade level categories.**
2. APPLICABILITY. This regulation is applicable to all Headquarters **Northwestern Division (HQNWD)** and NWD Districts (**Kansas City, Omaha, Portland, Seattle and Walla Walla**) employees.
3. REFERENCES.
  - a. Required Publication. **NWD Affirmative Employment Program.** (Cited in paragraphs 5 and 6b)
  - b. Related Publications.
    - (1) AR 690-335 (Merit Promotion).
    - (2) AR 690-950 (Career Management).
    - (3) **ER 690-1-967 (Federal Equal Employment Recruitment Program).**

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\*This regulation supersedes NPDR 690-1-720, 25 July 1990.

(4) **CEEO Memo, 16 March 1994, subject: Affirmative Recruitment.**

4. RESPONSIBILITIES.

a. Commander, **Northwestern** Division, has overall responsibility for FEORP and will provide leadership, active support, and vigorous enforcement of the FEORP Plan.

b. At Districts, Commanders also will provide leadership, active support and vigorous enforcement of the FEORP Plan.

c. Managers and selecting officials are the primary Action Officers for FEORP.

d. District **Civilian Personnel Advisory Center (CPAC) Chiefs** will provide technical staff support, assistance, and advice to management and other personnel, the Equal Employment Opportunity Officer (EEOO), and other program officials with regard to recruitment, equal employment advancement, training, and promotion of all employees, especially in areas of underrepresentation.

e. **Directorates** and Office Chiefs will endorse the Commander's FEORP policy and ensure that it is supported down through the organizational structure to first line supervisors and their subordinates.

f. Middle managers and supervisors will implement and actively support the FEORP.

g. Career Program Managers (CPM) will assist the EEOO and the District **CPAC** in developing and implementing actions to increase the employment and advancement of minorities, women and handicapped individuals in underrepresented occupational and grade level categories.

5. POLICY: It is the **NWD** policy to conduct an ongoing program for the recruitment and placement of minorities and women consistent with the referenced publications. Methods for the accomplishment of the goals and objectives of this program are based on existing determinations of underrepresentation, needs of management for mission accomplishment, and the feasibility of specific recruitment strategies. **NWD** will make continuing efforts to recruit and retain a skilled and knowledgeable work force that is representative of the communities in which it is located. This regulation prescribes responsibilities and establishes procedures for implementation of a targeted internal and external recruitment program designed to alleviate underrepresentation of minorities and women in specific occupational and grade level categories in the **NWD** work force. It is designed to support and facilitate the overall mission of **NWD** and the goals and objectives of the **NWD** Affirmative Employment Program.

6. PROCEDURES.

a. Team Effort.

(1) District **CPAC Chiefs** will work closely with the EEOO in developing and implementing actions to increase employment and advancement of minorities and women in underrepresented occupational and grade level categories.

(2) The **CPAC Chief** will also provide advice, guidance, and assistance to Division and Office Chiefs in developing strategies and help middle managers, supervisors, and career program managers (CPMs) in establishing organizational goals and timetables designed to correct underrepresentation.

(3) The special technical knowledge and abilities of **Special Emphasis Program Managers (SEPMs)** will be drawn upon by district involvement.

(4) Division and Office Chiefs will take an active role in the implementation of FEORP and develop Mini-Plans designed to correct underrepresentation in their own organization.

(5) Middle managers and supervisors will be aware of the composition of their work force and use training and upward mobility opportunities to the fullest extent possible to alleviate underrepresentation and establish organizational goals and timetables which support FEORP.

(6) The CPMs will provide special input across organizational lines regarding underrepresentation in their programs so that selecting officials will be aware of needs when filling both intern and full performance level positions.

b. Underrepresentation Determinations. Determinations of underrepresentation are contained in **NWD's** Affirmative Employment Program (reference 3a). Underrepresentation determinations for each minority/sex group in each category of employment, professional, administrative, technical, clerical, and blue collar positions (PATCOB) are made based on civilian labor force data.

c. Assessment of Staffing Needs. Assessing staffing needs is a vital part of the FEORP Plan. It is essential that vacancies be keyed to underrepresented groups to allow the planning of recruitment strategies to correct imbalances.

7. STAFFING STRATEGIES. It is anticipated that a downward trend in strength will be experienced during the life of this plan. Recruitment strategies may not affect the representation in our work force as much as those hard decisions that must be made during retrenchment. Managers seldom face single option personnel management decisions. A close review and consideration of alternative actions may result in selecting officials positively impacting the representation of minorities and women in their organizations. Whenever intake is required, targeted recruitment should be a first consideration. The most productive recruitment method (both internal and external) to improve representation of minorities and women in occupations and grade levels where underrepresentation exists varies by time and position vacancy. Some sources that have proven effective in the past include:

Veteran's Readjustment Appointment  
30% Disabled Veterans  
Transfer Eligibles  
Reinstatement Eligibles  
Direct Hire Authority  
Cooperative Education Program  
Delegated Examining Authority  
Upward Mobility/Developmental Positions

Selecting officials should consult with their District Personnel Staffing Specialists for current case strategies.

FOR THE COMMANDER:



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