

U.S. Department of Energy
Washington, D.C.

ORDER
DOE 3330.1A
5-18-92

SUBJECT: FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM

1. PURPOSE. To prescribe policies, assign responsibilities, and provide guidance and instructions on the development, implementation, and evaluation of a Department of Energy (DOE) Federal Equal Opportunity Recruitment Program.
2. CANCELLATION. DOE 3330.1, FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM, of 8-31-84.
3. BACKGROUND. The Civil Rights Reorganization Plan Number 1 of 1978 transferred to the Equal Employment Opportunity Commission (EEOC) the responsibility to ensure that past and future national directives concerning equal employment opportunity (EEO) are carried out and that the same standards are established for the Federal Government as for all other employers covered under title VII of the Civil Rights Act of 1964. In the Civil Service Reform Act of 1978, Congress reiterated its mandate to eliminate discrimination in Federal employment. Section 310 of the Act directed the Office of Personnel Management (OPM) to issue guidelines outlining a recruitment program for Federal agencies (covered under title 5, United States Code 7201) designed to eliminate underrepresentation of minorities and women at all grade levels and within various categories of civil service employment where underrepresentation exists. These guidelines were issued by OPM as the Federal Equal Opportunity Recruitment Program.
4. REFERENCES.
 - a. The Civil Service Reform Act of 1978, Public Law 95-454, which requires Federal agencies to conduct affirmative recruitment for various categories of civil service employment and grade levels in order to eliminate identified underrepresentation of minorities and women.
 - b. Civil Rights Act of 1964, under which the Congress adopted a basic anti-discrimination policy for Federal employment.
 - c. Federal Personnel Manual (FPM) Letter 720-2, "Federal Equal Opportunity Recruitment Program," which transmits program guidance on the development and implementation of a Federal equal opportunity recruitment program.
 - d. Equal Employment Opportunity Commission Management Directive 707, "Instructions for Affirmative Action for Minorities and Women for Fiscal Year 1982 through 1986," which provides instructions on making calculations of underrepresentation for minorities and women as required by the Federal Equal Opportunity Recruitment Program.
 - e. Federal Personnel Manual chapter 337, which describes basic Federal procedures and policies concerning qualification evaluation.
 - f. DOE 1600.2A, SECRETARY'S COMMITMENT TO EQUAL OPPORTUNITY, of 2-16-83, which promulgates the Secretary's official and personal

commitment to a policy and program of equal opportunity.

- g. Handbook X-118, "Qualification Standards for White Collar Positions under the General Schedule," which provides qualification requirements for white-collar positions (nonsupervisory) in the General Schedule (grades 1-15).

5. DEFINITIONS.

- a. Underrepresentation. Exists when the number of members of a minority group or women within a category of civil service employment constitutes a lower percentage of the total number of employees within the employment category than the percentage of the minority group members or women constitute within the appropriate civilian or professional labor force.
- b. Index of Underrepresentation. An index which reveals the degree of severity of underrepresentation. In nonprofessional positions and wage grade jobs, it is found by dividing an office's employment percentage of a particular minority/sex group in a given employment category by the appropriate civilian labor force percentage of that particular group and multiplying the resulting figure by 100. In calculating underrepresentation for professional positions, the same procedures are followed except that the professional labor force (availability) percentage of the particular minority/sex group is substituted for the civilian labor force percentage. When employment underrepresentation exists, the index whole value will be between 0 and 99, with the lower number reflecting more severe underrepresentation. Overrepresentation is indicated by 100+.
- c. Aggregation. Minority group members constituting less than 1 percent of the civilian or the professional labor force may be aggregated to achieve more significant numerical totals.
- d. Category of Employment. Calculations of underrepresentation should be determined for each grade (or grade grouping in the following broad occupational categories: Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB)). A listing of Federal occupational series grouped according to this method appears in Attachment 2 of the FPM Letter 720-2.
- e. Wage System. Calculations of underrepresentation should be determined for each grade level (or grade grouping) in the major prevailing wage systems.
- f. Grade Groupings. Organizations with fewer than 500 employees or those having fewer than 100 employees in any grade in an occupational category may combine grades within each major pay system. For the General Schedule, grade groupings may include combinations of consecutive grades through GS-12 and single grades for grades for GS-13 and above. Groupings for the prevailing wage grades are indicated in Figure 1.

Regular
Nonsupervisory
1-4
5-9

Regular
Leader
1-4
5-9

Regular
Supervisory
1-4
5-8

10	10-11	9-10
11-12	12-15	11-14
13-15	15-19	

Figure 1
Groupings for Prevailing Wage Grades

- g. Mainstream Occupations. Those most populous occupations which tend to lead to higher level positions in either Headquarters or DOE Field Offices. Separate determinations of underrepresentation for mainstream occupations by grade levels (or grade groupings) should be calculated.
 - h. Federal Civilian Work Force. All employees of agencies within the executive branch covered by OPM central personnel data file.
 - i. Civilian Labor Force. The number of persons 16 years of age and over, except those in the Armed forces, who are employed or who are seeking employment.
 - j. Standard Metropolitan Statistical Area (SMSA). A standard used for Federal data and programmatic implementation, based on the general concept of an integrated and social unit with a recognized large population nucleus, generally a city of 50,000 or more.
 - k. Local Area. For the purpose of determining underrepresentation, in most cases, the local area is the SMSA within which a DOE office is located. In cases where an office is located outside a SMSA and the nearest SMSA is not a feasible recruitment area, data for the entire State in which the office is located is used in determining underrepresentation.
 - l. Recruitment. The total process by which the Federal agencies locate, identify, and assist in the employment of qualified applicants from underrepresented groups for job openings in categories of employment where underrepresentation has been determined. It involves innovative internal and external programs.
 - m. Minority. The term minority includes only the following racial and ethnic categories:
 - (1) American Indian or Alaskan Native;
 - (2) Asian or Pacific Islander;
 - (3) Black (not of Hispanic origin); and
 - (4) Hispanic
 - n. Female. Both minority and nonminority females are included in the female category.
6. RESPONSIBILITIES.
- a. Director of Civil Rights (DOCR).
 - (1) Responsible for the development, implementation, and

evaluation of a Federal Equal Opportunity Recruitment Program on a Departmentwide basis.

- (2) Provides for the integration of the FEORP into the day-to-day EEO Program.
- (3) Requires integration of AAP Plan strategies in the development of the FEORP.
- (4) Ensures that Headquarters and servicing field personnel offices, in collaboration with the Director of Personnel, prepare and implement FEORP plans that include the following program objectives:
 - (a) Statistical determinations of underrepresentation of minorities and women by grade levels, mainstream occupations, and categories of employment (PATCOB) in the General Schedule (grades 1-15) and its equivalent and prevailing wage systems. Positions covered include permanent, temporary, and part-time within these pay systems.
 - (b) Implementation of detailed external and internal recruitment programs targeted to locate, identify, and assist in the employment of minority and female applicants.
 - (c) Implementation of a data system to analyze and monitor program success in alleviating identified underrepresentation.
 - (d) Preparation of annual reports on measurable results achieved in eliminating underrepresentation through the targeted recruitment efforts of the external and internal recruitment programs.
- (5) Serves as the coordinating point for DOE program efforts.

b. Director of Personnel.

- (1) Responsible for collaboration with the DOCR on the development, implementation, and evaluation of the FEORP.
- (2) Advises the DOCR on the designation of the Office of Personnel staff to assist in the implementation and evaluation of the FEORP.

c. Program Secretarial Officers, DOE Field Offices with Delegated Personnel Authority and Headquarter Servicing Personnel Office.

- (1) Ensure local program coordination within overall Departmental FEORP goals.
- (2) Allocate resources at the local level sufficient to achieve FEORP objectives.

d. DOE Field Office FEORP Coordinators.

- (1) Provide EEO guidance to servicing personnel offices on the design, implementation, and evaluation of their FEORP.
- (2) Assist, as necessary, in implementing program elements.
- (3) Assist in the evaluation of the monitoring system developed to analyze FEORP success at alleviating underrepresentation.
- (4) Provide for FEORP inclusion in the Annual or Multi-Year AEP Plan.

e. Servicing Personnel Officers.

- (1) Ensure the design, implementation, and evaluation of the FEORP within their servicing area.
- (2) Ensure that ongoing program procedures and responsibilities as contained in this Order are carried out.

7. PROCEDURES.

- a. General. An underrepresentation determination is a comparison between the percentage of a particular minority/sex group in a category of Federal employment and the percentage of that same minority/sex group either in the civilian or professional labor force. When the Federal employment percentage is lower, then underrepresentation exists.

b. Making Determinations of Underrepresentation.

- (1) The servicing personnel offices, in collaboration with their respective EEO staffs, will compute determinations of underrepresentation of minorities and women within the offices they service by grade levels (or grade grouping) and categories of employment (PATCOB) for the General Schedule and prevailing wage systems. Computations must also be made for mainstream occupations.
- (2) The indices for determining underrepresentation are provided for in Attachment 1, "Civilian Labor force Percentage Summaries." (This statistical data was extracted from EEOC Management Directive 707.) The top percentage represents the affected minority group or women's percentage of the local SMSA, or State CLF where there is no appropriate SMSA. This percentage should be utilized when determining underrepresentation for positions in the PATCOB groupings. The bottom figure represents the minority group or women's percentage of the local or state professional (availability) labor force. This percentage should be utilized only when determining underrepresentation for positions in the professional grouping.
- (3) The following example demonstrates the proper approach for determining underrepresentation:
 - (a) Nine of 350 Management Analysts in an appointing office

are black females.

- (b) The civilian labor market percentage for black females in the standard metropolitan statistical area is 9.6 percent.
- (c) The number of black females who would be employed by the appointing office in the management analyst positions for equal representation is 33. Figure 2 provides the formula for determining underrepresentation.

Underrepresentation = Civilian Labor Force
Percentage x Positions - Onboard Representation

In the example: 9.6% x 350
 = .096 x 350
 = 33
 = 33 - 9 = 24

Figure 2
Formula for Determining Underrepresentation

- (d) The appointing office is underrepresented by 24 black female management analysts (33 - 9 = 24).
- (e) The index of underrepresentation is 26. Figure 3 provides the formula for determining the index of underrepresentation.

Index of Underrepresentation =
Office Employment Percentage x 100

Labor Force Percentage

In the example: 9 = 2.5% of 350
Civilian Labor Force Percentage = 9.6%

2.5% x 100 = 26
9.6%

Figure 3
Formula for Determining the Index of Underrepresentation

- (f) The above procedures are followed in determining underrepresentation in professional positions except that the professional labor force percentage is substituted for the civilian labor force percentage.
- (4) Findings of underrepresentation must be calculated in the manner described in subparagraph 7(b)(1) through (3)(e) and be reported in local office program plans. These findings of underrepresentation must be reviewed annually or whenever there is a significant change in the work force with programmatic adjustments made according to the revised findings.

c. Targeted Recruitment Position Determination.

- (1) After determinations of underrepresentation have been computed, servicing personnel offices, in collaboration with their respective EEO staff, must identify specific positions by grade levels or categories of employment (PATCOB) for targeted recruitment. These selections will be based on:
 - (a) Positions determined to be mainstream occupations with low indices of underrepresentation.
 - (b) Most numerous job categories in which underrepresentation exists within a PATCOB category.
 - (c) Anticipated staffing opportunities including the creation of managerial and upward mobility positions, turnover, promotion, expansion, and other identifiable staffing opportunities.
 - (d) Impact on underrepresentation at upper levels, particularly managerial and supervisory positions.
 - (2) The servicing personnel office will notify the predominant user of the occupation, which has been determined to have severe underrepresentation, that recruitment will be undertaken to increase the influx of minority and/or women candidates into the applicant pool.
 - (3) Selected targeted positions and/or grouping(s) for recruitment must be recorded in a format similar to the example provided in Attachment 2.
- d. External and Internal Recruitment. To accomplish the objectives of increasing the percentage of minorities and women in the targeted positions and in the overall total percentage of DOE work force, servicing personnel offices must define and manage external recruitment programs. Respective EEO staffs may provide assistance to the servicing personnel office in the development of these recruitment programs.
- (1) External recruitment program elements should include:
 - (a) Assessment of fiscal year staffing projections to assure that the targeted positions are provided for in the overall staffing picture.
 - (b) Placement of recruitment advertisements in local minority and women's newspapers, journals, magazines, or other appropriate periodicals. Advertising in national media by servicing personnel offices which do not have this delegated authority must be approved by and coordinated with the Office of Personnel (AD-50).
 - (c) Visitations at colleges and universities for recruitment of minority or women college students with degrees in academic disciplines which correspond to DOE program areas that are underrepresented. Additionally, servicing personnel offices should maintain contact with minority

and women honorary societies, professional clubs, fraternities, and sororities.

- (d) Visitations with appropriate minority and women's organizations. Servicing personnel offices, through a continuing liaison program, should maintain contact with minority and women's organizations and appropriate skills development centers. Servicing personnel offices should attempt to identify within each minority or women's organization an individual who will agree to serve as a contact person, supplying both the organization and its members with relevant information on DOE employment opportunities and application procedures. DOE visits should provide for information exchange and the future referral of candidates for appropriate DOE vacancies. Organizational visits outside of a servicing personnel office's normal service area must be coordinated with the servicing personnel office of the DOE Field Office in closest proximity to the organization for maximum utilization of staff resources.
- (e) Participation at the local level in events such as National Black History Month, National Hispanic Week, and Federal Women's Program activities. Also, offices should participate in minority and women's conventions and conferences. This participation will provide DOE with the opportunity to provide information about future and present job opportunities. The use of current vacancy announcements will allow conference and convention attendees to apply for open positions. Also, the conferences or conventions will allow for contacting minority professionals for inclusion in the EEO file for future employment consideration. The participation of servicing personnel offices in minority and women's conventions and conferences held at the national level must be coordinated with the Office of Civil Rights and Office of Personnel.
- (f) Ensuring that the above external recruitment methods are utilized in full cognizance of:
 - 1 Any open periods, or open announcements, for applicant receipt.
 - 2 Requesting certification based on bilingual and cultural factors which can be used to fill jobs which require contact with foreign language groups and jobs designed to elicit cooperation from communities whose cultural background could affect the performance of DOE programs.
 - 3 Recruitment for part-time, temporary, and term positions.
 - 4 Use of name request procedures to ensure that recruited applicants within reach on OPM register receive full consideration.

- 5 Use of the recruitment opportunities presented by examinations with procedures based on a vacancy-by-vacancy activity, such as senior level examinations at the GS/GM-14 and GS/GM-15 levels.
 - 6 Use of excepted and noncompetitive hiring authorities which permit immediate job offers and the possibility of conversion to a competitive appointment.
- (2) Internal Placements. The following internal mechanisms should be considered by servicing personnel offices in developing an internal placement program that will provide assistance in relieving identified underrepresentation:
- (a) Merit Promotion Plans. All servicing personnel offices must review their merit promotion plans assure that they do not have a negative impact on their FEORP. Servicing personnel offices will ensure that all promotion actions are effective, prompt, and (that they) result in optimum use of employee skills.
 - (b) Skills Survey. Servicing personnel offices shall consider the use of an employee skills survey. A skills survey is a comprehensive collection and examination of data on the current work force to determine the composition and level of employees' skills, knowledge, and abilities so that they can be fully utilized and developed to fill staffing needs.
- 1 Program Purpose. The level and extent of employees' skills pertinent to the job requirements of the anticipated position vacancies are of primary interest. At a minimum, a skills survey should identify those lower level employees in positions with limited career potential who seek advancement and possess the skills that could be put to immediate use. A skills survey can help to identify those employees who could be quickly trained for targeted jobs by upgrading their little-used skills or enhancing their minimum qualifications. A skills survey can also help to identify those employees who lack minimum qualifications but have an interest in targeted upward mobility positions. The skills survey can be effectively used as a basic document in career counseling by identifying employee strengths and weaknesses in the skill areas used by the local office. The skills survey can also be designed to uncover systematic problems that employees perceive as preventing them from advancing.
 - 2 Program Content. The skills survey components should be determined in terms of:
 - a Scope of Survey. What grades and occupations

of the workforce are to be surveyed.

- b Method of Locating Base Data. Collection of base data through either personal interviews, group sessions, or mailing of detailed questionnaire to targeted employees.
 - c Method of Data Retrieval. Manual; edge-notched card; or computer.
 - d Evaluation of Data Collected. Basic policy and procedures concerning qualification evaluation may be found in FPM chapter 337 and in Handbook X-118, "Qualification Standards for White Collar Positions under the General Schedule" (Part II, Section II, Crediting Experience).
 - e Code Data. Consisting of assigned numbers or symbols (letters or abbreviations) to each possible answer. Classification and collection of Information on employees then becomes a relatively simple operation.
 - f Store and Retrieve Data. Data can be banked in either an automated or manual data storage system. The system must provide for easy retrieval in order to add, delete, modify, or read and use the data in storage.
 - g Publicize results of the survey to the work force.
- (c) Upward Mobility Program. Servicing personnel offices should ensure that established upward mobility programs provide underrepresented minorities and women the opportunity to compete for assignments to trainee positions which will enable them to progress to professional, technical, administrative, craft, and trade positions.
- (d) Interagency Placements. Servicing personnel offices should consider the Federal Government as a whole and implement programs that will identify minorities and women who are presently Federal employees with limited opportunities for advancement within their present agency and who, if transferred to DOE, would have better advancement opportunities and would help alleviate underrepresentation.
- (e) Information Exchange. Servicing personnel offices should make available to employees information on subjects such as operation of merit promotion programs, priority placement program, qualification requirements for various career ladders, in-service placement provisions, methods for obtaining qualifications, and opportunities for alternate entry into various occupations.

(f) Equal Opportunity Recruitment File. Servicing personnel offices may maintain an equal opportunity recruitment file in order to give future consideration to members of underrepresented groups who were actively recruited under the FEORP. Such a file may facilitate contact with such qualified persons when targeted underrepresented positions become open. Servicing personnel offices may either refer the application directly or provide a copy of the vacancy announcement to the applicants in order for them to decide whether or not they wish to apply. Servicing personnel offices are not required to identify visually or solicit background data from these applicants.

8. PROGRAM MONITORING SYSTEM. The servicing personnel offices in collaboration with their respective EEO staff must develop and implement an ongoing system to monitor the success of the FEORP in alleviating identified underrepresentation. Servicing personnel offices will ensure that the FEORP monitoring system will include at the minimum:

- a. Analysis of the FEORP coordination within overall staffing projections.
- b. A record of placement activities including:
 - (1) The number of vacancies which were filled; and
 - (2) The total number of minorities and women selected, including occupational series and grade levels.
- c. Effects of upward mobility, training agreements, and other in-service placement actions on the identified targeted occupations or grouping(s).
- d. The number of positions filled through noncompetitive procedures such as lateral transfer, reinstatement or reassignments.

9. REPORTING REQUIREMENTS.

- a. Servicing personnel offices shall forward a final copy of their FEORP plan to the Office of Civil Rights. The FEORP plan submitted shall fully document the following:
 - (1) Calculations of underrepresentation done for the PATCOB, grouping, and mainstream occupations and blue-collar positions by grade levels.
 - (2) An assessment of the targeted positions of the FEORP within overall staffing projections, based on anticipated turnover, expansion, hiring limits, and other relevant hiring factors.
 - (3) Identification of realistic targeted recruitment occupations determined through calculations of underrepresentation. (The selected targeted positions must be fully integrated within the organization's anticipated staffing plans during the fiscal year.)

(4) Recruitment plan - external.

(5) Recruitment plan -

(6) Implementation of a program monitoring system.

- b. Servicing personnel offices must prepare and submit annual reports on the status of their FEORP to the Departmentwide officer. The reporting format and criteria will be provided to servicing personnel offices in advance of the due date of the reports.

BY ORDER OF THE SECRETARY OF ENERGY:

Donald W. Pearman, Jr.
Acting Director
Administration and Human
Resource Management

CIVILIAN LABOR PERCENTAGE SUMMARIES

Office	Black Male	Black Female	Hispanic Male	Hispanic Female	Asian Male	Asian Female
DOE Chicago Field Office	8.00 3.40	7.70 4.80	4.60 1.50	2.60 1.00	1.20 4.80	1.00 3.00
DOE Idaho Field Office	0.20 0.02	0.10 0.00	2.40 0.60	1.30 0.50	0.40 1.10	0.40 0.10
DOE Oak Ridge Field Office and Technical Information Center	6.70 3.40	6.70 4.60	0.30 0.40	0.30 0.20	0.20 0.80	0.10 0.30
DOE Richland Field Office	1.20 0.82	1.00 0.50	1.60 0.99	1.00 0.40	1.30 2.60	1.20 1.00
DOE San Francisco Field Office	5.00 2.20	4.8 2.40	5.60 2.50	4.20 1.30	5.20 7.70	4.70 3.70
DOE Savannah River Field Office	15.60 4.90	14.50 8.90	0.60 0.90	0.40 0.10	0.40 1.20	0.40 0.10
DOE Nevada Field Office	4.30 2.40	4.10 2.50	4.20 1.10	2.90 2.00	0.90 0.70	1.20 1.30
DOE Albuquerque Field Office	1.00 0.40	0.80 0.30	19.10 7.70	13.60 3.90	0.40 0.80	0.40 0.50
Headquarters	12.30 6.40	13.30 6.00	1.50 1.50	1.50 0.60	1.40 2.80	1.20 1.10
Pittsburgh Naval	3.30	3.10	0.30	0.20	0.30	0.10

Reactors Office	1.70	1.80	0.50	0.10	2.50	0.40
	N. American Male		N. American Female		White Female	
DOE Chicago Field Office	0.10 0.10		0.10 0.10		31.70 26.20	
DOE Idaho Field Office	0.50 0.40		0.40 0.10		37.70 22.10	
DOE Oak Ridge Field Office and Technical Information Center	0.10 0.10		0.00 0.00		35.60 28.70	
DOE Richland Field Office	0.70 0.40		0.50 0.30		37.70 24.20	
DOE San Francisco Field Office	0.30 0.20		0.20 0.20		30.10 23.90	
DOE Savannah River Field Office	0.10 0.00		0.10 0.10		27.50 28.10	
DOE Nevada Field Office	0.40 0.30		0.30 0.20		34.60 29.80	
DOE Albuquerque Field Office	1.70 1.32		1.60 0.60		26.30 19.90	
Headquarters	0.10 0.10		0.10 0.10		30.60 21.60	
Pittsburgh Naval Reactors Office	0.00 0.00		0.00 0.00		36.40 29.60	
Office	Black Male	Black Female	Hispanic Male	Hispanic Female	Asian Male	Asian Female
Southeastern Power Administration	11.20 4.50	11.40 6.70	0.50 0.70	0.40 0.30	0.20 1.00	0.20 0.30
Southwestern Power Administration	3.10 1.60	3.10 1.40	0.80 1.10	0.50 0.20	0.30 0.60	0.20 0.10
Bonneville Power Administration	1.30 0.80	1.00 0.50	1.10 0.60	0.70 0.30	1.10 1.40	0.90 0.80
Western Area Power Administration	1.60 0.90	1.40 0.80	5.70 2.40	3.90 1.20	0.50 1.00	0.50 0.30
Morgantown Energy Technology Center	1.50 1.50	1.40 0.80	0.40 0.80	0.20 0.10	0.20 1.80	0.10 0.30
Pittsburgh Energy Technology Center	3.30 1.70	3.10 1.80	0.30 0.50	0.20 0.10	0.30 2.50	0.10 0.40

Alaska Power	1.40	1.30	1.10	0.80	1.00	0.90
Administration	1.30	0.30	0.70	0.44	1.00	0.40
Schenectady Naval	5.61	6.00	4.50	3.20	1.10	0.90
Reactors Office	3.00	4.20	1.80	1.30	3.30	1.80
Strategic Petroleum	14.50	10.96	1.94	1.27	0.09	0.05
Reserve Project	3.97	3.37	2.20	0.50	0.21	0.02
Management Office						
Boston, MA	2.30	2.30	1.00	0.80	0.70	0.60
	1.30	1.10	0.80	0.30	2.20	0.80
New York, NY	8.60	9.40	7.70	5.60	1.90	1.50
	9.50	6.80	2.80	2.10	4.50	3.10
Philadelphia, PA	7.80	7.60	1.00	0.70	0.50	0.40
	3.30	4.00	0.90	0.40	2.30	1.10
	N. American	N. American	White			
	Male	Female	Female			
Southeastern Power	0.10	0.10	32.20			
Administration	0.10	0.10	28.40			
Southwestern Power	2.70	1.90	35.90			
Administration	1.10	1.00	26.80			
Bonneville Power	0.40	0.20	39.60			
Administration	0.20	0.10	30.10			
Western Area Power	0.30	0.20	36.40			
Administration	0.20	0.10	26.40			
Morgantown Energy	0.01	0.00	35.20			
Technology Center	0.10	0.00	31.80			
Pittsburgh Energy	0.00	0.00	36.40			
Technology Center	0.00	0.00	29.60			
Alaska Power	6.00	4.70	34.10			
Administration	1.70	1.30	22.50			
Schenectady Naval	0.10	0.10	33.20			
Reactors Office	0.10	0.10	27.40			
Strategic Petroleum	0.10	0.08	24.17			
Reserve Project	0.03	0.00	17.14			
Management Office						
Boston, MA	0.10	0.10	41.40			
	0.10	0.00	30.70			
New York, NY	0.10	0.10	28.20			
	0.10	0.00	26.00			
Philadelphia, PA	0.10	0.10	33.90			

	0.00		0.00		28.30		
Office	Black Male	Black Female	Hispanic Male	Hispanic Female	Asian Male	Asian Female	
Atlanta, GA	10.48 4.30	11.00 6.70	0.60 0.80	0.50 0.30	0.30 1.30	0.20 0.30	
Dallas, TX	6.10 2.20	6.20 2.70	4.70 2.00	2.70 0.90	0.50 1.40	0.40 0.60	
Kansas City, KS	5.55 2.40	5.80 4.00	1.20 0.70	0.90 0.50	0.30 1.00	0.30 0.50	
Denver, CO	2.20 1.10	2.00 1.00	5.20 2.20	3.70 1.00	0.70 1.20	0.60 0.30	
San Francisco, CA	5.00 2.20	4.80 2.40	5.60 2.50	4.20 1.30	5.20 7.70	4.70 3.70	
Seattle, WA	1.70 0.90	1.40 0.70	1.10 0.90	0.80 0.40	2.10 3.60	1.80 1.50	
	N. American Male		N. American Female		White Female		
Atlanta, GA	0.10 0.00		0.10 0.10		32.70 28.70		
Dallas, TX	0.30 0.20		0.20 0.10		33.70 25.00		
Kansas City, KS	0.30 0.30		0.20 0.20		36.80 31.40		
Denver, CO	0.30 0.20		0.20 0.10		36.70 26.10		
San Francisco, CA	0.30 0.20		0.20 0.20		30.10 23.90		
Seattle, WA	0.50 0.30		0.40 0.10		38.00 23.50		

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