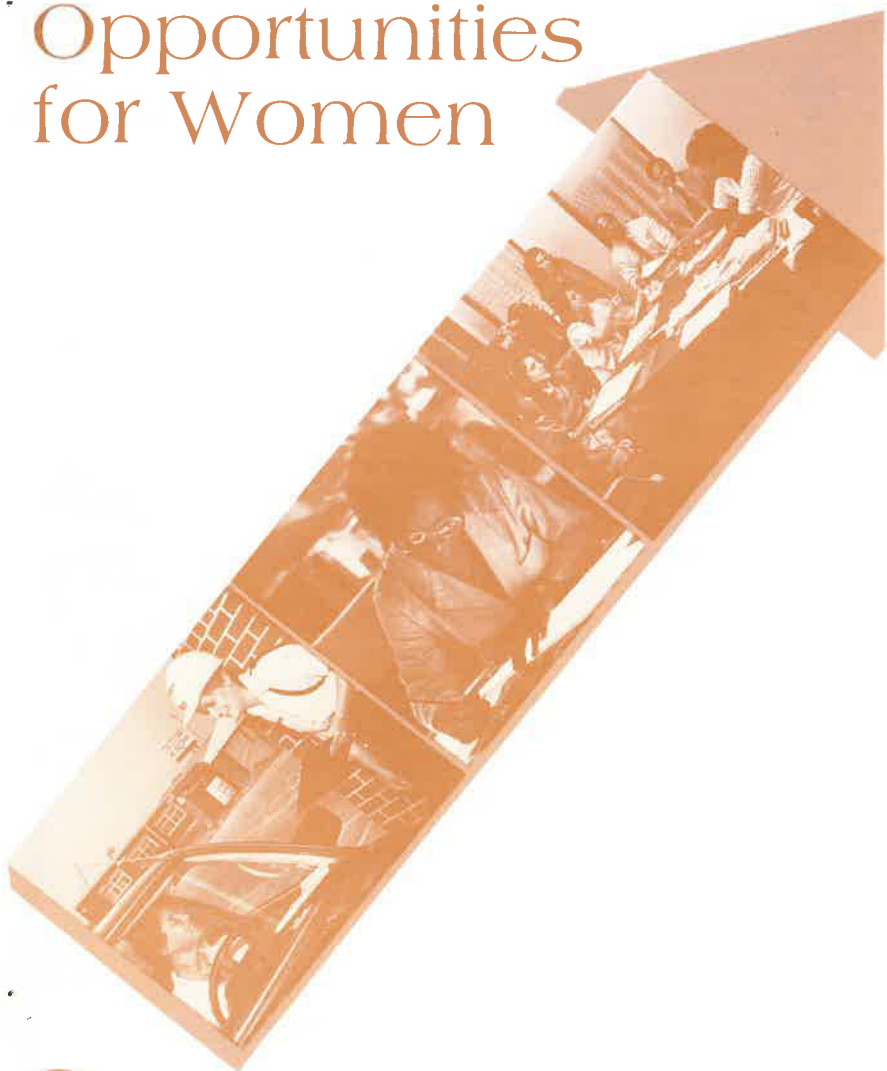


The Secretary of Transportation's Initiatives to Improve Opportunities for Women



U.S. Department of Transportation



**U.S. Department of
Transportation**
Office of the Secretary
of Transportation

Dear Employee:

One "that will not apply new remedies," wrote Sir Francis Bacon, "must expect new evils; for time is the greatest innovator . . ."

Time has indeed made important innovations at the Department of Transportation (DOT), one of which is in the field of job opportunities for women. Yet the pace of progress has failed to match the quality of talent and degree of professional commitment that have so impressed me since my first days in the Secretary's office. For instance, while women account for roughly 19 percent of the total Departmental full-time permanent work force, only four percent of positions at grades GS/GM-13 and above are filled by women. The average grade level of the work force at DOT is 11.7 for men as compared to 7.8 for women.

From the number of talented women I have met at the Department, I am convinced we can achieve better results. Accordingly, the Department has developed a range of initiatives to increase career opportunities for women, spanning the professional horizon from entry level to senior management positions.

As you will see in the pages that follow, these initiatives are grouped under three general categories, reflecting the various employee career stages. I am personally excited about the opportunities this program can offer for women at the Department. In fact, the remedies outlined here should prove beneficial to all employees who aspire to occupations and organizational levels previously closed.

The success of this effort depends largely upon your own participation, for it is your career we seek to advance, your aspirations we want to realize. Working in partnership, we can bring life to Helen Keller's maxim: "One can never consent to creep when one feels an impulse to soar."

Together we can soar. My sincerest wishes for your future success.

Elizabeth Hanford Dole



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Entry-Level Opportunities



The Upward Mobility Program is designed to increase opportunities for entry into DOT's professional work force. Johnnie Dale, a graduate of the Program, is an Employee Relations Specialist in the Office of the Secretary.

Upward Mobility Program

The Upward Mobility Program will permit the Department of Transportation to develop employees in lower-graded positions (GS-8 and below) to their full potential so they can advance to better job opportunities. Basically, it does this by enhancing job knowledge and skills. Simultaneously, it gives the Department a means of achieving greater utilization of employees in specific target positions.

Throughout the Department, increased authority has been granted for filling upward mobility positions—with special emphasis on women. Over 125 positions, some of which are exempt from personnel ceilings, are expected to be filled through the program. While such efforts have in the past focused on careers in administrative areas, where female representation is already high, this new program will give primary consideration to career fields in which women are not fully represented. Based on Operating Administrations' needs, DOT will provide centralized formal training in subjects such as letterwriting, public speaking, and computer literacy. Each Administration will identify and fill upward mobility positions as well as insure that the individual's training needs are fulfilled. Positions will be advertised individually

by the appropriate organization, with the first slots expected to be filled around November 1, 1983.



Shown here are Elaine Pinkley, a Clerk Typist in Federal Highway Administration, and Peggy Barrett an Electronics Mechanic Helper for the Coast Guard. Employees in a wide variety of DOT occupations can take advantage of the Upward Mobility Program.

Graduate Cooperative Education Program

This program provides graduate students who are enrolled in cooperative (Co-op) education programs at their colleges and universities with the opportunity to enrich the educational process by providing relevant work experience at the GS-7 or 9 level while still in school. At the same time, it provides DOT a way to help meet its long-range staffing goals by serving as a recruitment source for permanent career positions. DOT may use the authority granted under this program to initially appoint graduate students outside the competitive service procedures. Students may be converted to regular competitive appointments in the civil service system upon successful completion of 16 weeks or 640 hours in Co-op assignments and completion of their academic degrees.

This program is an effective way for the Department to recruit and convert women to the regular work force upon completion of the program. In the past, the Department has successfully used such methods in the administration, accounting, engineering, social science and computer science fields. Over 170 colleges and universities which sponsor graduate Co-op programs have been contacted to encourage participation in the DOT pro-

gram. Each Administration will be responsible for interviewing and hiring candidates—with special emphasis on women—based on staffing needs. Detailed information on the program may be obtained from any DOT Personnel Office.

Over 100 new graduate Co-op opportunities are expected to be provided in the Department under this renewed effort. Although a few appointments will begin approximately September 1, 1983, most Co-op students will be hired at the next school semester or quarter.



The Graduate Cooperative Education Program provides a means for DOT to recruit and convert women into such career fields as administration, engineering, and computer sciences. A General Engineer in the Maritime Administration, Lissa Martinez represents one of several highly technical occupations in which women are currently under-represented.

Air Traffic Controller Training Program

The air traffic controller occupation accounts for approximately 34 percent of all positions in the Department of Transportation. Women currently make up approximately 8 percent of the air traffic control work force. Even though women who have entered the air traffic controller (ATC) field are doing well, the challenge is to increase the number of qualified women in the regular developmental program. In addition to normal recruiting efforts, special emphasis will be given to two programs which will qualify women upon successful completion to enter the basic training program.



Through co-op and pre-development programs, FAA can increase the number of women who enter the Air Traffic Controller field. Cindy Steele is a member of this unique DOT occupation.

These programs are:

- *Co-op Program*—for undergraduate students. This currently ongoing program operates similarly to the graduate Co-op program. Based on past experience, 50 percent of the Co-op participants are expected to enter the air traffic controller field and a majority of the remainder to enter other technical fields. Students participate in one year of specific assignments, which, together with successful completion of their academic degrees, qualifies them to enter the regular ATC program at the GS-7 level if they pass the written ATC entrance examination administered by the Office of Personnel Management (OPM). Approximately 235 participants will pass through the ATC program in Fiscal Year 1984.
- *Pre-Development Program*—Individuals who are or have been career or career conditional employees are eligible to enter this program at the GS-5 level if they obtain a passing grade on the OPM ATC examination (Normal entry is at the GS-7 level).

The program enables employees who pass the test but do not receive high enough scores to be within reach on competitive registers to enter the air traffic field. Participants are provided one year of preliminary training prior to beginning the regular air traffic controller training program. Over 100 trainees will enter this program beginning in January 1984, when the first class of 24 is scheduled.

The Federal Aviation Administration (FAA) will be responsible for providing additional information concerning these two programs and will perform all operational activities such as recruitment, staffing, training, and monitoring the results achieved. Detailed information may be obtained from any FAA Personnel office.

Management Training Opportunities



Advancement from professional to managerial positions is a significant part of the Secretary's initiatives for women. Eloise Brooks, Chief of the Division of Industry Operations and Safety in the Office of Industry Policy, OST, is one of the small but growing number of such DOT women.

Secretary of Transportation's Seminar for Prospective Women Managers

This 40-hour course has been established for DOT women in grades GS-II through GS/GM-13 who have demonstrated by past performance, achievements, and accomplishments the motivation and potential to assume a management position. Nominations of employees above grade 13 who have not served in managerial positions may be accepted on a case-by-case basis. It will serve as a building block for currently established management



Women in leadership positions serve as role models for women aspiring to fulfill their own potential. Diane Steed, Deputy Administrator of the National Highway Traffic Safety Administration, has shared her experiences with women in many professional and training forums, including the Secretary of Transportation's Seminar for Prospective Women Managers.

courses available to employees GS/GM-13 and above. The sessions for 25 to 30 employees are conducted in a residential setting and present basic management concepts with special emphasis on developing women for management positions. Topics such as power, negotiation, team building, and internal barriers are presented in the course.

Nominations for participation should be made to OST through the Personnel Office in the nominees' Operating Administrations. Each Personnel Office in the Department has specific information about the seminar, including the schedule, content, and nomination procedures.

Seminar Dates and Locations

Dates	Locations
FISCAL YEAR 1983	
August 21-26	Williamsburg, VA
September 25-30	Williamsburg, VA
FISCAL YEAR 1984	
November 13-18	Boston, MA
December 11-16	Williamsburg, VA
January 8-13	Williamsburg, VA
February/March 26-2	Atlanta, GA
May 6-11	Williamsburg, VA
June 17-22	San Francisco, CA
August 26-31	Williamsburg, VA
September 9-14	Kansas City, MO

Mobility Assignment Training Program

The Office of the Secretary will develop and maintain a Mobility Training Assignment System to match the experience and management development needs of employees—with emphasis on women—with the Operating Administrations' desire to complete important projects and assignments of limited duration. The Program participants will include graduates from training programs such as the "Secretary of Transportation's Seminar for Prospective Women Managers," the "Management Skills Seminar," the previous "Management Development Program for Women" or similar management development programs sponsored by the Department.

Participation is voluntary and, depending upon the circumstances, assignments can be for up to 120 days or more on both an intra-Administration and inter-Administration basis. The types of assignments will be as leaders or members on special task forces, studies, or projects requiring use of participants' skills in understanding organizational concepts, establishing "meet and deal" relationships, and getting work accomplished through the efforts of other employees. Each Operating Administration will be

responsible for identifying assignments, obtaining updates of registrant inventories, placing participants, and monitoring the participants' performance within their organizations. The program is expected to be fully operational in the Fall of 1983.



The Mobility Assignment Training Program will provide short term developmental assignments in a variety of special fields. Shown here is Beverly Boyd of UMTA in one such field, Equal Employment Opportunity.

Non-DOT Management Development Opportunities

As described in this brochure, the Department of Transportation has several training and employee development opportunities which are designed specifically for its employees. In addition to these internal opportunities, there are a number of external opportunities for employees from all government agencies. These include training courses and developmental assignments available through a variety of public, private, and academic organizations.

These external opportunities are available to the Department on a limited basis. Since the Department plans to double the rate of participation for women, managers and supervisors throughout DOT are being asked to reconsider the traditional methods they have used to identify training participants. A list of training and development opportunities, with descriptions of course content, eligibility requirements and general application procedures is provided in the brochure entitled "External Training for Department of Transportation Managers and Executives." That brochure may be obtained from any DOT Personnel office.

Opportunities to Enhance Qualifications for Senior Management Positions



Several initiatives are being undertaken to enhance the qualifications of women to enter positions in the executive ranks, where DOT women are least represented. Shown here is Rosalind Knapp, Deputy General Counsel for the Department of Transportation, a Senior Executive Service position.

Intergovernmental Mobility Assignments

The Intergovernmental Personnel Act (IPA) authority is an effective tool for enhancing intergovernmental understanding, sharing resources and experiences, increasing staff, and training employees. Assignments to or from States and local governments and institutions of higher education are intended to facilitate Federal-State-local cooperation through assignments of skilled employees. Federal employees serve without loss of employee rights and benefits, and are expected to return to the Department at the end of the assignment. Each assignment must be for purposes determined to be mutually beneficial to DOT and the State or local jurisdiction or institution of higher education.

Administrations are urged to increase the use of the authority—with emphasis on women—and will be responsible for identifying candidates and potential assignments, negotiating agreements, and coordinating with the Office of the Secretary. As part of this initiative, more information will be made available throughout the Department.



Intergovernmental mobility assignments provide opportunities for resource sharing with State and local governments, as well as with institutions of higher learning. Suzanne Hedgepeth with the Research and Special Programs Administration, is a Transportation Regulations Specialist whose regulations on hazardous materials have impact on governmental jurisdictions at State and local levels.

Senior Executive Service Candidate Development Program

The Candidate Development Program (CDP) is a planned two-year program of training and developmental activities designed to equip candidates with appropriate managerial competencies to enter the Senior Executive Service (SES). The CDP participants attend formal training sessions and have developmental assignments which may be inter-Administration and/or inter-Departmental. The program is run on a part-time basis to allow the participants to perform a normal set of duties in his/her Administration or agency. Certified graduates of the Candidate Development Program will receive government-wide consideration for SES vacancies without further competition.

The Department of Transportation, through Merit Promotion procedures, announced the opportunity to apply for its first CDP class which began in 1981. In mid-1983, DOT again opened the program to its employees as well as other qualified federal employees. Depending on the rate of placement and projected needs, the third class for the Candidate Development Program will begin in 1985 and will be widely announced at that time. The Office of Person-

nel Management distributes, on a weekly basis, a collected list of Senior Executive Service Vacancy Announcements. This listing includes announcements for Candidate Development Programs in all federal agencies as well as current openings for SES positions. A copy may be obtained from any Office of Personnel Management facility and from most personnel offices in the Department.



The Senior Executive Service Candidate Development Program provides opportunities for intra- and intergovernmental developmental assignments at high levels, and certifies that graduates meet SES qualification requirements. Rosalie Wilson of the Federal Highway Administration is a recent program graduate.

Management Skills Seminar

This 40-hour course was developed specifically for DOT employees in grades GS/GM-13 through 15. It provides participants with basic and advanced management concepts and skills needed to effectively perform as managers within DOT. Topics discussed in the Seminar include: effective supervision, teamwork, productivity, counseling and appraising employees, and conflict management.

The Seminar has been recently modified to include additional information concerning women in management, unique concerns of women as employees, and similar issues which are useful to men and women in the work force. Since the Department intends to increase the level of female participation in this training course, managers and supervisors throughout DOT have been asked to insure that their female employees are aware of and are encouraged to attend the Seminar. Details, including location of the sessions, are available through any DOT Personnel Office.

SEMINAR DATES

Fiscal Year 1983
September 26-30

Fiscal Year 1984
December 12-16
February 6-10
April 2-6
June 11-15



The Management Skills Seminar, with a newly added emphasis on issues concerning women in management, prepares both men and women to meet complex management challenges. JoAnn McGowan, manager of the State Program Division of the Federal Railroad Administration is shown here with her staff.

Additional Information

For additional information concerning the initiatives listed in this brochure, please contact your Operating Administration Personnel Office in either the Washington Headquarter's Office or the Regional Offices. For your convenience, we have listed the telephone number for each Operating Administration's Washington Headquarters Personnel Office.

Office of the Secretary—(202) 426-4114
Federal Aviation Administration—(202) 426-3437
Urban Mass Transportation Administration—(202) 755-8070
National Highway Traffic Safety Administration—(202) 426-0958
Research and Special Programs Administration—(202) 426-7608
Federal Highway Administration—(202) 426-0512
Federal Railroad Administration—(202) 426-9771
United States Coast Guard—(202) 426-0921
Inspector General—(202) 755-2677
Maritime Administration—(202) 382-0419
Saint Lawrence Seaway Development Corporation—FTS
8-953-0239



Secretary Dole regards her initiative to improve opportunities for DOT women as one of the priorities of her administration. She is shown here with her staff discussing implementation of her objectives to provide inter-modal developmental opportunities at all levels.