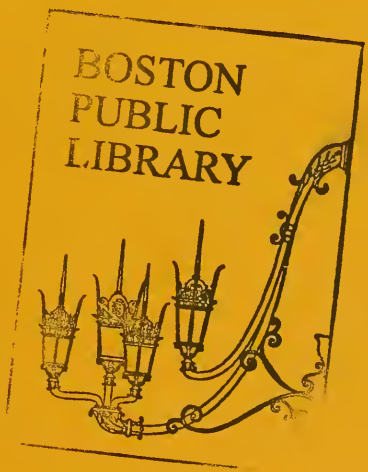


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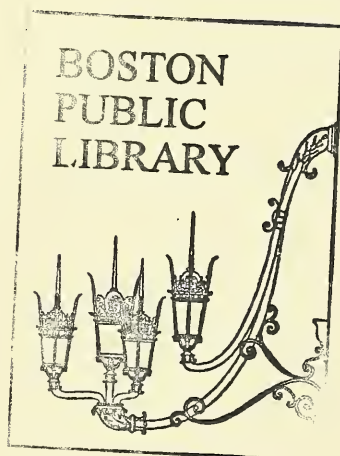
BOSTON REDEVELOPMENT AUTHORITY  
AFFIRMATIVE ACTION PROGRAM  
February, 1974





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AFFIRMATIVE ACTION PROGRAM

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## STATEMENT OF INTENT

The Boston Redevelopment Authority's Affirmative Action Program is a dynamic and positive plan designed to reaffirm and strengthen the Formal Affirmative Action Program - Amendment No. 17 to the Authority Personnel Policy approved on May 18, 1972. It embraces all provisions of the Department of Labor publication that contains Chapter 60 of Title 41 of the Code of Federal Regulations (Affirmative Action Programs); HUD Handbook of April 1972, 713.2, Policy and Planning for Affirmative Action in Employment Opportunity; HUD Affirmative Action Plan - Boston Region - BOS 713.1, dated August 22, 1972; and, all other applicable directives, regulations, and laws of both Commonwealth and Federal origination.

This proposed drastic positive action plan reflects the atmosphere of social change present in America, as reflected by the strong changes in State and Federal Statutes, and will ensure equal opportunity and non-discrimination with respect to females and minority group members; Negro/Black, American Indian, Oriental, Spanish surnamed, and other minorities; and to persons of all religious and national origins and to persons between 40 and 65 years of age.

A strong input to this program is the previously approved Affirmative Action Advisory Council (Advisory Council) which will play a strong role in assisting the Director to develop and implement affirmative action and equal opportunity plans.

The Equal Employment Opportunity portion of this program is designed to increase employment and training opportunities for females and minority employees and applicants. In addition, it will increase their strength at the middle and upper grade levels and in positions of responsibility.

Compliance with provisions of this program will be coordinated with the Assistant Regional Administrator for Equal Opportunity of the Regional Office of the Department of Housing and Urban Development, and the Massachusetts Commission Against Discrimination as set forth herein.

## EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

It is the policy of the Authority to provide Equal Employment Opportunity based on the following excerpt from the Authority Personnel Policy:

"1. *Basic Principles*

(a) *Merit System:*

The employment of all personnel and actions affecting employees shall be based on merit, ability and justice.

(b) *Non-Discrimination:*

There shall be no discrimination against employees or applicants for employment on account of race, color, religious creed, national origin, sex, age, ancestry, or any political or union affiliations."

The Authority will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their age, race, color, religion, sex, or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; medical and other benefits and selection for training, including apprenticeship. Administratively, the Authority will promote the full realization of equal opportunity through continuing positive programs in every project, department and functional work unit. As stated above, this policy applies to everyone employed by the Authority in all aspects of employment policy and administrative practice. This administration of equal employment opportunity includes, but is not limited to:

1. An active Advisory Council, representative of a cross section of the Authority employee structure, which shall be nominated by the Director and approved by the Authority.
2. The Authority will pay equivalent compensation for comparable jobs. The comparability of jobs shall be determined by the levels of skill, experience, and complexity of duties required to perform the job independent of any other employee characteristics.
3. The Authority will assure that all advertising and solicitations to prospective employee sources; colleges, schools, organizations, etc., do not limit applicants to jobs advertised by any description of the position vacancy and will stress that the Authority is an Equal Opportunity/Affirmative Action Employer.
4. The Authority will establish monitoring processes and procedures to ensure that Equal Opportunity and Affirmative Action plus Contract Compliance programs all comply with Massachusetts General Laws Chapter 151 B; Title VII of the Civil Rights Act of 1964, as amended; Executive Order 11246 as amended by Executive Order 11375; and other pertinent equal opportunity provisions of grants and contracts of HUD.
5. The Authority will review established procedures and assure that contractors, prospective contractors, subcontractors, vendors, and suppliers submit to the Authority a statement in writing describing their equal opportunity commitments and plans for minority group persons and for women.

## STATEMENT OF RESPONSIBILITY

The Authority shall establish the policy for the implementation of the Affirmative Action Program in accordance with applicable federal executive orders and federal and state statutes, regulations and guidelines concerning equal opportunity and non-discrimination. The Administration of the Affirmative Action Program shall be implemented by the Director. To execute the administration of the Affirmative Action Program, the Director shall utilize the Advisory Council, the Director of Personnel, and the Compliance and Equal Opportunity Officer. The Director may also utilize other staff employees as deemed necessary to perform special tasks in conjunction with the Affirmative Action Program. Liaison between the Authority and the Department of Housing and Urban Development on all matters relating to equal employment opportunity and compliance shall be by the staff members designated by the Director.

## THE AFFIRMATIVE ACTION ADVISORY COUNCIL

On September 21, 1972 the Boston Redevelopment Authority board approved a recommendation made by the Director, Mr. Robert T. Kenney, which established an Affirmative Action Advisory Council. The Advisory Council will be responsible to the Director for assistance in devising and implementing the Affirmative Action Program.

Members of the Advisory Council shall be representative of the planned composition of the Authority and shall include, ex-officio, the Director of Personnel and the Compliance and Equal Opportunity Officer as members of the Council.

Upon recommendation of the Director, (see Memorandum of September 21, 1972 to the Boston Redevelopment Authority from Robert T. Kenney, Director) it has been agreed that the preliminary duties of the Advisory Council would "include, but not be limited to, the following functions: meet monthly to review the status of the Affirmative Action Program; make affirmative action recommendations to the Director of Personnel and Compliance and Equal Opportunity Officer; assist in review and resolution of alleged grievances before the grievances become major." The Advisory Council will report directly to the Director and through the Director to the Authority "on various phases of the Affirmative Action Program that require more emphasis."

In the development of its role as an integral part of the process of Affirmative Action, the Advisory Council will also:

1. Make reports on a quarterly basis to the Director apprising him of the status of all federal, state and city laws and regulations pertaining to equal employment, and recommending to him, whenever it is believed necessary, the dissemination of any and all information in this category to the staff of the Authority. The Advisory Council will also make recommendations to the Director for the filing of legislation, ordinances, petitions, etc., which may further strengthen and improve the Authority's equal employment practices.
2. Propose personnel and other administrative actions to the Director that relate to affirmative action and equal employment opportunity. The Advisory Council will be provided with all approved personnel actions subsequent to each Authority meeting for review and analysis. The Advisory Council may also propose personnel actions to the Director that concern the affirmative action and equal opportunity aspects of the Personnel Policy, the Affirmative Action Plan, and the membership of the Advisory Council. The Advisory Council shall review and report on proposed changes or amendments to the Affirmative Action Plan or to the membership of the Advisory Council. Comments, changes, or amendments to any Advisory Council approved document shall be returned to the Advisory Council for review and comment before transmission to the Authority, HUD, or other addressees on the document.
3. Receive, review and comment on all reports on affirmative action, equal opportunity, and contract compliance that are prepared by the Director of Personnel and the Compliance and Equal Opportunity Officer one week prior to distribution to the staff of the Boston Redevelopment Authority, the Director or the Board of the Boston Redevelopment Authority, the Mayor or his offices, or federal or state agencies. Pertinent correspondence from federal and state agencies, concerning the Authority's equal opportunity commitment, to the Director, the Director of Personnel, or the Compliance and Equal Opportunity Officer shall be copied and promptly forwarded to all Advisory Council members for informational purposes.
4. The Advisory Council will also undertake a review of current procedures pertaining to the dissemination of information to the Authority staff on such matters as the Personnel Policy, the Affirmative Action Plan, all pertinent federal and state laws, orders, regulations, etc., including any and all changes in the foregoing, and will report their findings with recommendations for whatever changes or improvements the Advisory Council may deem advisable to the Director for his consideration.



5. The Advisory Council will also review all current policies, practices, and procedures relating to "fringe benefit" rights of the employee, including the following: vacation, compensatory time, sick leave, advanced sick leave, leave of absence without pay, training, tuition assistance, retirement program, health and life insurance programs, workmen's compensation, etc., and will, wherever it is believed necessary, recommend changes to the Director for his approval.
6. The Advisory Council will assist the Director in reviewing present procedures pertaining to employee grievances and will make recommendations to the Director for changes in these procedures wherever it is believed necessary.
7. The Advisory Council will have a continuing responsibility to keep available for the public all public documents pertaining to the work of the Authority, including but not limited to the following: Authority Board Actions, Personnel Policy, Affirmative Action Plan and Job Descriptions; and Affirmative Action Progress Reports and present and past Tables of Organization.

As defined in the Code of Federal Regulations (Title 41, Chapter 60, Revised Order No. 4, Subpart B, 60-2.10-Purpose of affirmative action program), "An affirmative action program is a set of specific and result-oriented procedures to which a contractor commits himself to apply every good faith effort...An acceptable affirmative action program must include an analysis of areas within which the contractor is deficient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to increase materially the utilization of minorities and women, at all levels and in all segments of his work force where deficiencies exist." In recognition of this purpose, the Advisory Council will play a strong role in reviewing current policies and procedures and recommending alternatives to achieve the objectives quoted above.

The Advisory Council will within six months following the approval of this plan, undertake and complete, analyses and reports on the following subjects: 1) utilization analysis; 2) establishment of goals and and timetables; 3) additional required ingredients of affirmative action programs; 4) development or reaffirmation of the equal employment opportunity policy; 5) dissemination of the policy; 6) responsibility for implementation; 7) identification of problem areas by organizational units and job classifications; 8) development and execution of programs; 9) internal audit and reporting systems. All of the above subjects are included in the Code of Federal Regulations, Title 41, Chapter 60, Revised Order No. 4, Subparts B and C. These analyses and reports will be submitted to the Director for further action as he may deem appropriate.

The Advisory Council will review and make recommendations to the Director concerning documents to be prepared by the Personnel Department pertaining to equal employment opportunity. The documentation shall include but not be limited to:

1. An employee census. The Authority's employee census form shall be the form currently used by the U.S. Equal Employment Opportunity Commission for municipal departmental reporting.
2. Identification and listing of:
  - a. Authority grade levels\* (including the above grade level) in which
    - (1) 70% or more of the occupants of the grade are minority group persons or women; or
    - (2) less than 50% of the occupants of the grade are minority group persons and women.
  - b. Authority job titles\*\* that
    - (1) are not held by any minority group persons or women; or
    - (2) are held by three or more employees and are predominantly occupied by minority group persons or women; or
    - (3) are held by three or more employees of which less than 50% are minority group persons or women.
  - c. Authority job families\*\*\* in which the participation of minority group persons or women is predominantly confined to the lower grade levels and titles of the job family.

The initial census and listings shall be completed within thirty days after the effective date of this section and shall be distributed to the Advisory Council, to the Assistant Regional Administrator of Equal Opportunity in the Department of Housing and Urban Development, and to the Massachusetts Commission Against Discrimination and shall be filed in the Authority Library and made available to any employee on request.

\* These grade levels are to be listed in ascending order and accompanied by the salary range for each grade level.

\*\* These job titles are to be listed in ascending order by salary and grade level.

\*\*\* In this plan, a job family shall be defined as a sequence of related job titles that ranges over three or more grades. Job families include, for example, Administrative Assistant (Administrative Assistant I - Senior Administrative Assistant III); Architect (Architect I - Architectural Coordinator); etc.

In addition, the Advisory Council will issue and make readily available to all employees a progress report within six months following the approval of this plan and at six month intervals thereafter. The affirmative action progress reports shall include the following analyses:

1. The census and listings described above.
2. Overall description in terms of median and modal dollar amounts of increase received through promotion by non-minority group men, non-minority group women, minority group men, and minority group women.
3. Grade by grade description of percentage rates of increase and increase in numbers of grade and step levels for non-minority group men, non-minority group women, minority group men, and minority group women.
4. Overall description and grade by grade description indicating supervisory status of non-minority group men, non-minority group women, minority group men, and minority group women. The number and sex of employees working for each person with supervisory status shall be indicated. Salaries for supervisors and each staff person shall also be provided.\*
5. Indication of the percentage and whole number change or non-change of minority group persons and women in grade levels, job titles, and job families.
6. Indication of the number of employees holding secretarial or clerical titles (including bookkeepers, receptionists, and switchboard operators) or apprentice or training positions who have been promoted to administrative, technician, or other experience-related jobs. Sex and race shall be given for each employee promoted as well as title, grade, and salary levels for his or her former and new job.
7. Listings by job title of all applicants and persons interviewed, as identifiable, in terms of numbers of non-minority group men, non-minority group women, minority group men and minority group women.
8. Listings by job title and salary of all persons hired in terms of numbers of non-minority group men, non-minority women, minority group men, and minority group women.
9. Listings of non-minority group men, non-minority group women, minority group men and minority group women participating in Authority sponsored training programs or courses of study; and indication of promotions received in terms of dollar amounts and increases in grade and step level received by each participant in these programs.
10. Listing of non-minority group men, non-minority group women, minority group men and minority group women sent by the Authority to participate in conferences, seminars or special courses of study.

In order to be able to clearly evaluate affirmative action progress, each of the analyses cited above shall be accompanied by the corresponding analyses for the previous six-month period. Previous six-month analyses do not, however, have to be included in the initial affirmative action progress report.

In compiling the progress report, specific sub-total breakdowns shall indicate the number or percentage of minority group women within any number or percentage totals.

The affirmative action progress report shall include statistical justification in percentages, dollars, and/or whole numbers for all statements of progress. This report shall be promptly and routinely delivered to all employees, the Assistant Regional Administrator for Equal Opportunity in the Department of Housing and Urban Development, and the Massachusetts Commission Against Discrimination. In addition, for public reference purposes, affirmative action progress reports shall also be available in the Authority's library.

The Director of Personnel and the Compliance and Equal Opportunity Officer shall comply promptly with any request voted by the Advisory Council for information appropriate to Affirmative Action and Equal Opportunity.

## **TERMS, CONDITIONS, RESPONSIBILITIES AND PRIVILEGES OF EMPLOYMENT**

Terms and conditions of employment are as outlined in each Development Program Employee's initial appointment letter, (Authority Resolutions 12/30/68-Definition of Development Program Employees), plus the Authority Personnel Policy and Employees' Handbook, plus various administrative memoranda issued periodically by the Director for proper administration of the Authority.

\* Salaries for supervisors and each staff person shall be provided to the Advisory Council, to the Assistant Regional Administrator for Equal Opportunity in the Department of Housing and Urban Development, to the Massachusetts Commission Against Discrimination, to the Authority Library, and to any employee on request.

All employees are responsible for fulfilling their employment obligations to the Authority in the course of their everyday duties in accordance with the Personnel Policy and other directives derived from the Policy and applicable HUD documents.

As an Equal Opportunity/Affirmative Action Employer all employees are to be treated equally in the administration of Authority and HUD policies.

Female and minority employees shall be assured of equal opportunity to participate fully in all terms, conditions, responsibilities and privileges of employment. Positive action shall be taken within 6 months after approval of this program to ensure that these classes of employees have, on a continuing basis, the following:

1. Equivalent compensation and grade for comparable jobs.
2. Accelerated job opportunities in hiring and promotion in all grades for which qualified.
3. Promotional rates similar to all other employees and equal opportunity for upward mobility within the Authority's position classification and grade structure.
4. Equal opportunity for training and education to develop and upgrade their skills and abilities.
5. Job descriptions that reflect actual functions and duties. Female and minority employees shall not be required to possess higher qualifications than other employees holding a job title in the same grade.
6. No requirement for tests except those clerical and drafting tests required prior to hiring for specific sub-professional and technical drafting positions. No tests shall be administered until the applicant has had an opportunity to review all available vacancies. Test results shall not be used to exclude prospective employees from higher positions for which they may be qualified.  
Any other tests for hiring or promotion must be recommended by the Director of Personnel, reviewed by the Advisory Council, and approved by the Director and validated as necessary.
7. Equal participation in Authority-funded activities and programs:
  - a. Attendance at conferences, seminars, and conventions.
  - b. Staff conferences.
  - c. Attendance and presentations at Authority Meetings, as required.
  - d. Tuition assistance and training programs for job-related courses and seminars, plus all training available to increase skill levels.
  - e. Represent the Authority and Director in meetings with the public, neighborhood groups, and other agencies.
8. Employee benefits shall apply equally to all salaried employees. All fringe benefits of the Personnel Policy (vacation, compensatory time, sick time, advanced sick leave, leave of absence without pay, retirement program, health and life insurance program etc.,) shall be applied regardless of grade or status.

Such employee benefits as are available to hourly employees such as Co-ops, Maintenance, Professional Part-Time, and Building Service Employees shall apply equally to each employee in these classes.

In addition, benefits shall be available to all employees without regard to their family status outside the Authority.

The Advisory Council shall review employee benefit programs with a goal of improving present benefit programs.

## PERSONNEL POLICY

The Director of Personnel shall have prepared for approval by the Director and submission to the Authority a revised Personnel Policy updating the present policy. The Authority's approved Affirmative Action Program shall be an annex to the Personnel Policy.

The approved Personnel Policy shall be distributed to all Senior Executives and Supervisors, Heads of Departments, Project Directors; the Library, all Site Offices and Departments; and shall be made available to any employee on request. All employees must be notified of the existence of a Personnel Policy and the methods by which they may obtain this policy.

An Employee Benefits Handbook shall be prepared within one month of the date of the Revised Affirmative Action Program for approval by the Director and distribution to all employees. This handbook shall contain the most cogent sections of the Personnel Policy that are of interest to employees, and shall include, but not be limited to: all direct employee benefits; employee rights under all current laws; administrative procedures - working hours, accountability for time, etc.; training programs and opportunities; fringe benefits and procedures - health and life insurance, workmens compensation, administrative leave, etc.; grievance procedures; performance evaluation, salary increase and promotional policies; salary range and step plan and position classification chart as well as information on the availability of the Affirmative Action Program. The Employee Handbook and the Affirmative Action Program will be made available to all applicants on request and will be provided to all prospective employees well before hiring so that they are certain that the Authority is an Equal Opportunity/Affirmative Action employer.

## MATERNITY LEAVE POLICY

It is the policy of the Authority to grant leaves of absence for Maternity Leave in accordance with the provisions of Title VII 1964 Civil Rights Act, as amended, and all applicable Massachusetts statutes and to treat this absence as any other normal temporary disability.

The Authority shall grant, upon the request of an employee, a Maternity Leave of Absence for a reasonable period, up to 9 months, determined by the physical condition of the employee, as attested by the attending physician. All accrued Sick Leave, Compensatory Time, and Accrued Vacation may be utilized subsequent to the employee's physical date of departure from the Authority prior to the effective starting date of employee's Leave of Absence Without Pay.

The Authority will reinstate the employee to her previous position or to a position substantially equivalent to her previous position without loss of seniority or seniority benefits.

## JOB DESCRIPTIONS

The Director of Personnel, utilizing a special Personnel Analysis Unit, shall with the guidance of the Advisory Council conduct a survey of all Position Classification Titles and prepare appropriate job descriptions for all titles. The Authority will provide continued maintenance of the Classification Plan and the Salary Range Structure. The first step will be the preparation of 1974 Job Descriptions to reflect the responsibilities of all Position Classification Titles. This initial effort shall be completed within four months after the adoption of the Affirmative Action Program and copies of the job survey and descriptions with all supporting documentation made available to Supervisors, Employees, Heads of Departments, Director, Authority, and Advisory Council for review.

The survey of job descriptions by the Director of Personnel shall include interviews with every employee to determine his or her actual job functions. Such interviews, however, shall be conducted only with employee consent. Prior to the interview each employee shall be given a copy of his or her present job description and shall be notified that the job descriptions for all other positions currently grouped in the same grade level as his or her job title are also available. Every employee may also review all job descriptions within the same job family as his or her present job title and those in all other related job families.

In conducting this survey, the Director of Personnel shall give special attention to job descriptions for those titles in which 70% or more of the participants are minority group persons or women and to those titles in which less than 50% of the participants are minority group persons or women.

No job description shall be considered complete until each employee has reviewed for accuracy the duties described therein for his or her job. Completed job descriptions shall also be on file with the Advisory Council and shall be available for review on the request of any employee.

A maintenance review of the Job Descriptions, Position Classification Titles, and Salary Range Structure shall be held annually. Maximum use of employee interviews and conferences with Supervisors, Project Directors and Department Heads will be utilized to assure representative job descriptions.

Subsequent to the initial survey and revision of job descriptions, each position shall be further analyzed to assure that descriptions accomplish the following:

1. Ensure freedom from bias in regard to race, color, religion, sex, age, or national origin both in terms of duties and qualification requirements,
2. Accurately reflect the duties and responsibilities actually performed by the occupants of every job title,
3. Ensure consistency in terms of described duties and qualifications for the same job title from one location, department, or office at the Authority to another,
4. Ensure that jobs predominantly held by minority group persons or women do not require, in pattern or in practice, higher qualifications than those titles in the same grade that are predominantly held by non-minority group male employees,
5. Ensure that jobs predominantly held by minority group persons or women do not require, in pattern or in practice, the execution of more complex duties or responsibilities or the possession of higher skill levels than those titles in the same grade that are predominantly held by non-minority group male employees,
6. Ensure that all occupants of each job title have comparable or equivalent qualifications,
7. Ensure that all occupants of each job title perform duties of comparable responsibility and complexity requiring comparable skill levels, and
8. Ensure that qualification requirements do not eliminate a disproportionate number of minority group persons or women unless such requirements have been validated.

## REORGANIZATION OF THE POSITION CLASSIFICATION CHART

On completion of the Job Description Survey, the Director of Personnel, with the guidance of the Advisory Council and utilizing the Personnel Analysis Unit, will place all position classifications into a draft 1974 Position Classification Plan to accomplish the following:

1. Jobs included within the same grade level require comparable or equivalent qualifications. Numerical credits or factors will be assigned to each grade in the position classification plan.
  - a. Equivalent qualifications shall be determined by total number of years of training and related work experience expressed in total number of credits. The total credits shall be the combined total years of training beyond the eighth grade plus the total number of years work experience that the job requires.
  - b. Training and related work experience include non-compensated and volunteer work as well as paid work experience, i.e., community action volunteer work or involvement in neighborhood organizations as well as non-degree program courses related to Authority jobs, etc.
2. Each grade level on the Revised Position Classification Chart shall have a total of credits or factors applicable to all positions in the grade.
  - a. Jobs in each grade level will require comparable skill levels and complexity of duties and responsibilities.
  - b. Proficient typing, stenography, and switchboard skills are recognized as professional technical training and will be compensated equally with jobs generally held by male employees requiring comparable technical skills.
  - c. Total credits or factors for positions in grades may be achieved by any combination of education and work experience, paid or non-paid.
  - d. Each grade level will naturally require higher qualifications and credits or factors than the grade below and lesser qualifications than the grade above. In addition, each grade level will require greater complexity of duties and responsibilities than the grade below and lesser duties and responsibilities than the grade above.
  - e. Education and work experience factors for each grade level shall not exceed total education and work experience factors of any non-minority group male holding a job title in that grade.
3. Those hired will normally start at the first step of a grade. However, standardized written criteria may be used to place employees, upon hiring, at any appropriate step level within a grade dependent on the credits and factors of the new employee. Criteria for placement will be explained in the revised Position Classification Chart.

All Position Classifications shall be considered as sub-professional, professional, or managerial and there will be no closed avenues, by job title, to professional technical training and advancement for any employee at any grade level.

If any position classification is downgraded as a result of this process of revising the Position Classification Chart, occupants of the position will be reclassified to a lower grade only if there is a margin for a salary increase, if not, the employee will remain in the same grade in an incumbency status.

After the draft Position Classification Chart has been completed and approved by the Director of Personnel it will be forwarded with all supporting documentation for review to Supervisors, Heads of Departments, Project Directors, and the Advisory Council for comments and recommendations.

When comments and recommendations are received, they will be incorporated in the draft Position Classification Plan or, if not feasible, discussed with the Director prior to the final preparation and submission of the revised Position Classification Plan by the Director, to the Authority, together with any appropriate recommendations for upgrading position classifications for the Authority's consideration.

This process shall be accomplished within one month of the completion of the Job Description Survey with upgrading to occur when approved and directed by the Authority. The final draft of the Revised Position Classification Chart and any subsequent amendment to it shall be sent to the Advisory Council for review and comment prior to its submission to the Authority for adoption. A notation of the Advisory Council's approval or disapproval of the Revised Position Classification Chart shall be included in the submission to the Authority.

Employees holding titles that have been upgraded through the findings of the job description survey and the revision of the Position Classification Chart and employees found to be occupying one job title but performing duties and responsibilities comparable to those of a job title in a higher grade shall be upgraded to the appropriate levels at the time of such determination. If the Director of Personnel, the Advisory Council, and/or Senior Supervisors become aware of other salary or position classification inequities, through analysis or complaint, these inequities shall be recommended to the Authority for correction immediately and shall not be dependent on the timetable established herein. Upgradings made through the Job Description Survey and the revision of the Position Classification Chart or to correct inequities shall be made in addition to any merit increases that would be received through annual salary reviews.

## HIRING

The Director of Personnel, the Compliance and Equal Opportunity Officer and the Advisory Council shall continually review the Authority's hiring practices and processes to ensure that the appointment process neither discriminates nor tends to discriminate against any applicant on the basis of race, color, religion, sex, age, or national origin.

To assure that this review is a continuing one, the following measures will be undertaken immediately upon approval of this program, unless otherwise noted:

1. Review and revise, within one month, in accordance with federal and state regulations, the standard employment application to eliminate any information that could be interpreted or evaluated, when reviewing the completed application to foster the appearance of discriminatory practices in hiring. The present employment application of the Authority, dated November 1973, shall be revised to ask applicants to indicate experience gained through volunteer work and shall contain a notation stating that "A list of positions to be filled will be furnished to applicants by the Authority." Questions concerning marital status, number and age of dependents, and place of birth shall not be asked on the application. In order to promote hiring on the basis of merit and qualification and to break any discriminatory employment patterns to which minority group persons or women applicants may have been subjected in the past, information concerning salaries earned at previous or current jobs shall not be required but, rather, may be included at the discretion of the applicant.
2. Standardize the interview format, within 1 month, in accordance with efficient administrative procedures to assure that interviews concentrate primarily on the applicants' qualifications and suitability to fill a specific vacancy or vacancies. The Director of Personnel will provide all supervisors with standardized interview instructions with objective standards for conducting interviews of applicants. Questions concerning marital status, anticipated marital status, family plans, number and age of dependents, and place of birth shall not be asked of applicants. The standardized interview format shall insure that no questions will be asked of minority group persons or women that would not under usual circumstances be asked of all persons seeking employment at the Authority.
3. Current tests for sub-professional, clerical or secretarial positions, and the standard drafting test shall be continued, as heretofore, as appropriate and necessary for evaluating necessary skills prior to hiring sub-professional, secretarial/clerical employees, or drafting technicians. No tests shall be administered until prospective employees have had an opportunity to review all available vacancies. Test results shall not be used to exclude prospective employees from higher positions for which they may be qualified. The Authority does not utilize other tests and will not utilize them unless they are validated and approved by the Advisory Council, Director of Personnel, and Director as necessary for evaluating job performance.
4. Current position vacancies with job descriptions, new positions, and known future vacancies shall be kept posted on a continuing basis on all bulletin boards and maintained on a current basis in the Personnel Office. No position will be filled until it has been posted for at least two weeks. Recruitment positions will be maintained vacant as long as is feasible before outside recruiting sources are utilized. If internal and external sources do not provide suitable applicants, appropriate media advertising shall be utilized. All solicitations, advertisements, and other efforts to attract applicants shall stress that the Authority is an Equal Opportunity/Affirmative Action Employer and jobs will not be categorized in any way to discourage any applicant that feels qualified to fill the position.
5. Job vacancy lists shall contain position classification and salary ranges, current job descriptions and qualifications required to hold the job and all other data and necessary information to assure that any applicant, internal or external, will easily be aware of the nature of the position, the department, location, and any other pertinent facts.
6. No applicant for employment shall be denied the right to complete an employment application for review. Applicants who inquire or apply in person or by mail shall be provided with job vacancies and pertinent data noted in sub-paragraphs 4 and 5 above, the Boston Redevelopment Authority Fact Book and the Position Classification and Salary Range and Step Plan. Whether the prospective applicants feel qualified or not for the positions available does not foreclose them from completing an employment application for consideration since the Authority is a public agency. It shall be carefully explained to all applicants that submission of an application guarantees review and consideration for existing and future vacancies. It does not guarantee a job interview unless there is a reasonable prospect of hiring and it would be to the mutual advantage of the applicant and the Authority to conduct an interview.

## RECRUITMENT

It is the policy of the Boston Redevelopment Authority that appointments will only be made after minority group persons and women have been aggressively sought out, identified, and encouraged to apply. Minority group members and women shall be recruited for employment and considered for positions at every grade level on an equal basis with non-minority group men, and a special effort will be made to implement, on a continuous basis, the recruitment of minority group persons and women for participation within all departments and functional areas of the Authority's work force. In this context, recruitment shall include promotion from within the Authority and the hiring of new personnel.

In addition, the Director of Personnel, as part of the recruitment process, will make every effort to promote from within the Authority staff by posting job vacancies and descriptions in appropriate Authority spaces. All employees will be encouraged to request that they be considered for transfer, reclassification, and/or, promotion to fill any vacancy, and each employee, who so requests, will be considered on the employee's merits to fill the vacant position. If there is no employee qualified to fill the position, outside sources will be researched for applicants.

The general thrust of outside and internal recruitment will be directed not only to increase overall female and minority employee percentages but to achieve the percentages shown in the charts included on the following two pages of this section. Through its recruitment efforts (including internal promotions and the hiring of new personnel) with the goal of February 1975, the Authority shall increase its employment of female employees toward 50% of staff at every occupied salary and grade level and its employment of minority group persons to 20% of staff at every occupied grade and salary level.

A specific recruitment objective of the Authority is to increase significantly the number of minority group persons and women at the salary levels of grade 10 and above, as well as the number of minority group persons and women in supervisory positions, including section and department heads.

Whenever the Authority fills any vacancy or new position within a job title in the grade 10 or above salary levels or any supervisory position including section and department heads with neither a minority group person nor a woman, written notice of such appointment shall be sent to the Assistant Regional Administrator for Equal Opportunity in the Department of Housing and Urban Development. Such notice shall contain a list of the applicants and employees interviewed and considered for each position, the qualifications of every applicant and employee interviewed and considered for each position, indication of the applicants and employees selected to fill each position, and a description of the efforts made to recruit and promote minority group persons and women for each vacancy and new position.

If it is deemed feasible and consistent with the successful continued operation of Authority functions, the Director may leave a position vacant as long as necessary to fill it with an applicant who will further the objectives of the above stated recruitment policy.

Statistics and data on this recruitment program will be maintained on a monthly basis to monitor the progress of the above efforts, and will be made available, to the Authority, Advisory Council, employees, Massachusetts Commission Against Discrimination, and the appropriate HUD officials.

## METHODS OF RECRUITMENT

The Authority shall utilize unique, innovative, and aggressive methods of recruitment to locate females and minority applicants. The latter class of applicants are defined as: Negro/Black, American Indian, Oriental, Spanish Surnamed, and other minorities. Affirmative Action recruitment efforts shall include both promotions from within and hiring of new staff with emphasis on increasing female and minority staff members.

To accomplish the above Affirmative Action, sources shall include direct contact and correspondence on a continuing basis with the following:

1. Placement offices at colleges with predominantly female and black enrollments, including field trips by selected staff members and/or the Advisory Council to explain Authority opportunities.
2. Organizations concerned with equal opportunity in employment for female and minority groups. (For example, National Organization for Women; Women's Equity Action League; National Association for the Advancement of Colored People; Urban League; Opportunities Industrialization Center of Greater Boston, Inc.; Association for the Preservation of the Constitutional Rights of the Spanish Speaking; Jobs Clearing House, etc.,)
3. Media sources that reach primarily females and minority groups. (For example, Ms. Magazine; Spokeswoman; Women Today; Bay State Banner; South End People's News.)

## DISTRIBUTION OF SEXES BY GRADE

Grade	Salary	Grade Total	1/74		AAP Goal 1/75 of 50% per Grade Number		*Number
			Female Number	Female Percent	Male Number	Male Percent	
5	\$ 5670 - 8379	4	3	75	1	25	2
6	6195 - 9154	7	7	100	-	-	3
7	6825 -10083	17	14	82	3	18	8
8	7560 -11172	32	23	72	9	28	16
9	8400 -12411	53	35	66	18	34	27
10	9345 -13806	41	21	51	20	49	21
11	10395 -15359	31	10	32	21	68	16
12	11550 -17066	26	3	12	23	88	13
13	12810 -18928	41	12	29	29	71	20
14	14175 -20942	34	2	6	32	94	17
15	15645 -23114	32	4	13	28	87	16
16	17220 -25443	10	1	10	9	90	5
Ab.Gr.	20500 -39756	29	1	3	28	97	14

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Salaried Totals	357	136	38	221	62	178
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Maintenance	11	-	-	11	100	-
Part Time	4	3	75	1	25	-
Co-Op	13	6	46	7	54	-
Bldg. Serv.	16	3	19	13	81	-

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	Female		Male		
Totals	401	148	37	253	63

\* Based on current Grade Totals



DISTRIBUTION OF MINORITY EMPLOYEES BY SEX AND GRADE

1/74

AAP Goal /75  
of 20% per Grade  
Number Minority

Grade	Salary	Grade Total	Female	Male	Total	Percentage Minority	Minority *Number
5	\$ 5670 - 8379	4	2	-	2	50	1
6	6195 - 9154	7	2	-	2	33	1
7	6825 - 10083	17	3	1	4	22	3
8	7560 - 11172	32	1	-	1	03	6
9	8400 - 12411	53	9	3	12	21	11
10	9345 - 13806	41	2	2	4	10	8
11	10395 - 15359	31	4	-	4	13	6
12	11550 - 17066	26	-	-	-	0	5
13	12810 - 18928	41	1	5	6	15	8
14	14175 - 20942	34	1	4	5	15	7
15	15645 - 23114	32	-	3	3	3	6
16	17220 - 25443	10	-	1	1	10	2
Ab.Gr.	20500 - 39756	29	-	-	-	0	6
<hr/>							
Salaried Totals		357	25	19	44	12	70
<hr/>							
Maintenance		11	-	-	-	0	2
Part Time		4	1	-	1	25	1
Co-Op		13	1	2	3	23	3
Bldg. Serv.		16	1	7	8	50	3
<hr/>							
Totals		401	28	28	56	14	
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\* Based on Present Grade Totals

4. Community and Neighborhood Action Groups that can refer female and minority applicants. (For example, local Area Planning Action Committee groups, Tenants' Action groups, civic associations, etc.)
5. Job bank organizations, at all levels, private and public, concerned with females and minority group opportunities. (For example, Women's Equity Action League Talent Bank; Talent Bank of the Governor's Commission to Improve the Status of Women; Talent Bank of the National Federation of Business and Professional Women; National Association for the Advancement of Colored People; Urban League; Opportunities Industrialization Center of Greater Boston, Inc.; Association for the Preservation of the Constitutional Rights of the Spanish Speaking; Jobs Clearing House, etc.
6. Sub-professional, clerical and secretarial workers employed by the Authority. These employees shall be considered for recruitment through internal promotion to non-secretarial and non-clerical positions in higher salary grade levels in experience-related fields and in all functional areas and departments of the Authority.

The Director of Personnel shall conduct a survey of all Affirmative Action recruitment sources after the appropriate local, federal and state agencies concerned with equal opportunity and non-discrimination have been contacted for recommendations. This survey shall be made available within two months to the Director and the Advisory Council for review. As noted above, these sources shall be utilized for personnel referrals for recruitment to vacant or new Authority positions. By special assignment of the Director, or his designee, female and minority group employees shall be utilized as an important affirmative action recruitment source. Recruitment and recruitment advertising sources shall be kept informed of the Authority's status as an Equal Opportunity/Affirmative Action Employer and the Authority's specific objectives in discrimination-free recruitment and hiring practices and shall be certain that advertising and recruitment sources have a good record of equal employment opportunity.

All recruitment sources (including community and neighborhood action groups that may refer minority group persons and women to the Authority for employment) shall be sent notices by the Authority requesting referral of qualified minority group persons and women for all job titles that are to be filled. In this context, the Director of Personnel shall make strong efforts to ensure that high schools and colleges participating in co-operative and work-study programs with the Authority refer qualified minority group and female applicants for every co-operative or work-study position that becomes available.

For broadest transmission of the Authority's Affirmative Action Program, the phrase emphasized - "Boston Redevelopment Authority is an Equal Opportunity/Affirmative Action Employer" - shall be included in all correspondence and manuals concerned with recruitment. All methods of recruitment prescribed above place strong emphasis on utilizing all sources for recruitment for female and minority employees and represent unique, innovative, and aggressive techniques not utilized as aggressively in the past. It is expected that the Director of Personnel and the Advisory Council will make recommendations to the Director to expand and improve this phase of recruiting as the Affirmative Action Program progresses. Colleges, organizations, and media outlets will be categorized and developed during the survey of all Affirmative Action recruitment sources.

The Director of Personnel shall submit to the Advisory Council and the Department of Housing and Urban Development lists of the external recruitment sources that the Authority is utilizing and intends to utilize and shall also submit reports concerning the progress of the Authority's recruitment efforts through these sources at six-month intervals.

## GRIEVANCE PROCEDURES

Any employee grievance or alleged grievance may be instituted by an employee if the employee believes that he/she has been discriminated against or treated at variance with the Personnel Policy or the Affirmative Action Program.

Grievances shall be filed in writing on the Standard Grievance Form with any member of the Advisory Council, for forwarding to the Director of Personnel, or may be filed directly with the Director of Personnel. The Director of Personnel has 7 working days to resolve the situation, working with the employee's supervisor and/or department head, if appropriate. On request, the Director of Personnel will provide the supervisor and/or department head with a copy of the grievance which shall be held in confidence.

If it is not possible to resolve the grievance to the satisfaction of the employee, the Director of Personnel shall call a hearing of the Grievance Council consisting of the Director of Personnel, Compliance and Equal Opportunity Officer, Advisory Council, a representative of the Director, and a representative of the General Counsel. The Grievance Council will hear the complete grievance and review all progress taken during each step, noted above, to mediate the grievance enroute to the Grievance Council. The complainant will be present at the hearings, along with other relevant witnesses required by the members of the Grievance Council. Field investigations to observe work conditions may be utilized as well as any other techniques which are necessary to reach a just finding. When the Grievance Council reaches a finding, it shall inform the complainant and forward the finding to the Director for resolution by administrative action. In no event shall this overall procedure take more than 30 days.

If a grievance is not resolved to the satisfaction of the complainant, the complainant may request an Authority hearing for final resolution. This procedure does not foreclose the aggrieved from taking any other steps that the complainant considers appropriate. Employees who seek relief from an alleged grievance through the above procedure or through any procedure created under state or federal statutes shall not be subjected to any reprisal, intimidation or harassment.

The Director of Personnel in conjunction with the Advisory Council shall maintain appropriate forms for filing of grievances to assure that all pertinent data is incorporated in the filing of the initial alleged grievance. Forms shall be reviewed annually and continued or modified as appropriate. All employees and supervisors shall be kept aware of the grievance procedure.

## PROMOTIONS

The Director shall effect the following measures in order that promotional opportunities will be available to all employees on an equal basis by implementing procedures to:

1. Keep employees advised annually of their anniversary date for annual performance and salary review.
2. Advise evaluating supervisors to discuss, with each employee being evaluated, the employee's performance and any other employment situations the employee desires to discuss.
3. Advise evaluating supervisors that employees should be allowed to review their performance evaluation before it is submitted.
4. Advise employees that they may, on request, review their personnel file and insert material if desired.

Annual Performance and Salary Evaluations are normally held during the six month period August 1 through January 31 to cover the great majority of all employees. Employees hired from February 1 through July 31 shall have their anniversary advanced six months for incorporation in the August-January annual cycle.

Evaluation forms on all salaried employees are distributed to supervisors during the month prior to the salary anniversary and evaluated, then sent through the Head of Department or Project Director, to the Director of Personnel. The Director of Personnel will study and prepare a salary package for the Director's review and final decision prior to submitting a monthly package to the Authority for approval.

Employees who believe that their performance evaluation was not just or equitable should discuss it with their supervisor, head of department and/or project director, as well as the Director of Personnel. The Compliance and Equal Opportunity Officer is also available for guidance counseling in such matters. If the employee does not gain satisfaction from any of these administrative avenues, the employee is always free to advise the Advisory Council, the Director of Personnel, and then institute an administrative grievance.

Within seven days of board action on each "Pay Anniversary" salary package, the Director of Personnel shall prepare and deliver to the Advisory Council a statistical analysis of the salary package. The analysis shall provide complete data on numbers of employees evaluated, kinds of promotions in dollars and percentages, steps and grades, average dollar increments, etc. All these analyses shall indicate affirmative action taken on female and minority employees and shall be executed in conjunction with and in comparison to identical analyses on non-minority employees. Statistical analyses on the salary package shall be sent to the Assistant Regional Administrator for Equal Opportunity of the Department of Housing and Urban Development on a monthly basis and on a cumulative six-month basis.

The Personnel Director shall maintain, available to any Advisory Council member, a running tally of changes to personnel status and at the end of each month shall prepare a statistical analysis of changes in personnel status including hirings (including co-ops), terminations, promotions, demotions, lateral transfers, etc., indicating sex and race. This analysis shall be sent to Advisory Council members no later than the seventh day of the following month.

The Director of Personnel, utilizing the Personnel Analysis Unit and in conjunction with the Advisory Council, will prepare skill profiles on all employees to assist in developing the full utilization of the overall talent pool. The first inventory of skill profiles shall be completed three months after approval of this program. Inventory of skill profiles will be kept for the regular reference of the Director, Director of Personnel and Advisory Council. Skill profiles and inventory will be updated annually, or more often, dependent on staff turnover. New employees shall be skill profiled as they join the staff.

Each skill profile shall be compiled on forms susceptible to computerization and shall include all skills of each employee acquired through education, job experience, training, language skills, and other factors that can be incorporated to show the present and potential skill level of the employee. In this context, education and job experience shall include non-compensated work, community action involvement, volunteer work and non-degree courses of study. Before any skill profile is considered complete and accurate it will be necessary to: research an employee's record; the employee will be interviewed; and after completion of the profile, it will be reviewed for the concurrence of the employee. During this entire process employees will be encouraged to avail themselves of all opportunities to increase their skill profile. Employees will be encouraged to initiate updating of skill profiles when new skills are acquired or additional education is gained.

The skill profile inventory shall be consulted by the Director, Director of Personnel, the Advisory Council, and designated supervisors when a job vacancy (including creation of new positions) occurs or is anticipated.

The Director of Personnel shall accord special attention to the possible upgrading and promotion of employees in the following work situations:

1. Female and minority employees in grade levels or job titles where they comprise 70% of the work force in that grade or job title.
2. Female and minority employees predominantly represented in lower grades of the grade and step chart and in lower ranges of job families.
3. Sub-professional, secretarial/clerical employees including other service occupations.

The Director of Personnel shall, further:

1. Utilize innovative training to upgrade secretarial/clerical employees to technical or other positions where clerical skills may be utilized but not be predominant. Technical training will be provided in functional areas where employees work and in other areas, if need exists, where employee shows promise of upgrading to technical or other positions. Supervisors shall conduct on the job training in technical and professional aspects of work to improve technical and professional skill of employees.
2. Upgrade positions in Grades 1 through 5 (Grades 1 through 4 currently vacant) which require good proficiency in service or office skills to a minimum base from the Grade 6 level. Service and office skill staff positions shall be one grade above the grade level of any training or apprentice position, except, training positions requiring technical skills-architecture and civil engineering students, etc.
3. Assure that service and office skill positions as rewritten shall exclude bias or any appearance thereof and accurately reflect required skill levels, complexity of duties and responsibilities.
4. Review, by job analysis, all positions with secretarial/clerical titles, within four months after effective date of this plan to determine whether:
  - a. Employees holding these titles are qualified through on-the-job experience in the Authority or experience and training in their skill profiles or other factors for promotion to a higher grade as technician or other appropriate non-clerical titles in any functional area of the Authority.
  - b. Employees holding above titles are performing duties comparable to those performed by technicians, administrative assistants, etc., or other employees in grades higher than those occupied by the secretarial/clerical employee.
  - c. Employees holding above titles are already functioning as technicians, administrative assistants, etc., or other employees in grades higher than those occupied by the secretarial/clerical employee.Whenever any of these situations are determined to exist, either by the Director, the Director of Personnel, or the Advisory Council, the clerical and secretarial workers involved shall be recommended to the Authority for upgrading as a positive Affirmative Action. Such upgrading shall occur within two months of the job description review described above and not later than six months after the date of this plan.
5. Establish on-the-job training programs to provide a means for absorbing underskilled minorities into the Authority for training, initially, in all sub-professional positions.

## TRAINING PROGRAMS

Whenever the Authority participates in any training, educational, or internship program, it shall make every effort to ensure participation by 50% women and 20% minority group persons. This goal shall be applicable both to Authority employees sent to any training, educational, or internship program and to interns sent to the Authority from any such program.

## CO-OP PROGRAMS

The Cooperative work program shall be continued as long as it remains a feasible personnel program and an adjunct to the salaried staff and occupies positions at the service, training, and sub-professional level that are more efficiently and economically performed by co-op work students than hiring salaried staff.

Participating colleges in the Co-op work program shall be advised by the Director of Personnel of the range of cooperative jobs available well prior to the Co-op program work turnover and provided with skeleton job descriptions. College Co-op Coordinators will also be provided with a copy of the Authority Personnel Policy and Affirmative Action Plan. On referrals for Co-op job interviews by College Co-op Coordinators, the description of the position to be filled shall be made clear to the prospective employee.

Prior to appointment, provided the Co-op applicant is accepted by the Supervisor, Director of Personnel and Director; the applicant shall be provided with the Personnel Policy, Affirmative Action Program, and Employee Benefits Handbook.

Co-op categories including but not limited to: secretarial/clerical (including switchboard), xeroxing and messenger, planning, research, and drafting shall be filled with equal numbers of men and women to eliminate sex stereotyping in job training. Any Co-op who serves in a clerical or secretarial position (including switchboard operator or receptionist) for one semester shall be given the first option in following semesters for any non-clerical and non-secretarial Co-op position. All liberal arts Co-op positions will be accorded the same job title.

The Director of Personnel shall continue to advise College Co-op Coordinators to refer equal numbers of male and female applicants for every available Co-op position and urge them to undertake affirmative action in recruiting minority group persons for participation in the Co-op program.

Provided funds permit or grants can be obtained, Co-op work programs will be initiated with colleges and universities having off-campus work semester programs that have predominantly female and/or black enrollments.

## CONTRACTORS

The Authority's Affirmative Action Program requires equal opportunity on the part of all contractors as prescribed by the Authority's revised Equal Opportunity Policy approved on September 7, 1972. In addition, compliance is required with Federal Bid Conditions of October 12, 1972, setting forth Affirmative Action and Equal Employment Opportunity requirements. All above documents comply with all provisions of Title VII of the Civil Rights Act of 1964 as amended; pertinent executive orders; federal regulations; and the Contract Manual of the Department of Housing and Urban Development.

Under the supervision of the Director, the Compliance and Equal Opportunity Officer is responsible for the administration and implementation of the above directives and all other matters pertaining to compliance. This officer shall also maintain close liaison with the appropriate official at the Regional HUD office.

The Compliance and Equal Opportunity Officer shall continue intensive efforts to identify and locate minority and female businesses that might provide services to the Authority and encourage them to participate in the open bid system utilized by the Authority for all contract services.

The Advisory Council, if they desire, may at any meeting, with sufficient advance notice review the operation of the Authority's Compliance and Bid Operations and report on such to the Director.

The Compliance Officer shall develop and implement a monitoring system to assure continuing compliance by Authority contractors with the regulations and laws cited above. The monitoring system shall include regular equal opportunity reports to the Assistant Regional Administrator for Equal Opportunity in the Department of Housing and Urban Development and to the Director of Equal Opportunity for the HUD Area office. Prior to the distribution of the compliance reports to HUD, the Compliance Officer shall provide copies to the Advisory Council for its information and review.





