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JAN 23 1979

*"I have a dream
this afternoon that the
brotherhood of man will
become a reality in this day. ..."*
— Martin Luther King, Jr.

Affirmative Action: A Prescription

— by Richard A. Foster, Deputy Assistant Administrator, OCZM

Affirmative Action is medicine for an illness in our society. This illness affects more people in a harmful way than any other. Before I offer a prescription for treatment, let me first attempt a diagnosis.

Our society contains many imbalances affecting individual rights and opportunities for sharing in the abundance of this country.

Equal rights and opportunities are philosophical commitments we claim to be the cornerstones of our democratic system. Unfortunately, they have not yet been achieved in employment, education, housing, medical care, and other areas of basic human need.

Some of the imbalances exist because of barriers created inadvertently or intentionally over many years. In some cases, these barriers can be removed by law or other efforts to prevent discriminating practices or behavior. However, experience gives us doubt that such practices can be reversed or eliminated fast enough to ensure fair and equal opportunity to all individuals *now*. Laws themselves will not be sufficient.

I trust we can agree that imbalances and barriers do in fact exist in our society, historically rooted in our differences (race, sex, age, religion), and that efforts to correct these discriminatory practices will not easily or automatically reverse historical facts or individual behavior. Yet, we must consider actions that are measurably effective in achieving the promise and goal of equal rights and opportunities. I would like to prescribe an affirmative action approach that I believe can make a difference.

What is Affirmative Action? If we can imagine a society without the imbalances, barriers and discrimination, we would expect to see normal distributions of all people, regardless of race, sex, age or religious preference, in all walks of life and at all economic levels of society. To me, affirmative action should consist of those policies, prac-

tices, and commitments to develop effective countermeasures to offset and overcome the present discriminatory realities of society until we can see and insure these expectations.

My prescription for an affirmative action program contains several basic elements:

—a decision by management that change through affirmative action is necessary and possible, and a commitment to support such a program;

—development of a strong staff to develop, facilitate and monitor the program;

—development of “normal” employment profiles for offices throughout the organization;

—establishment of employment and training goals (quantitative) for reaching “normal” profiles at the levels where decisions are made (selections, approval of training, etc.);

—requirement for organizations not at or achieving such profiles to commit significant staff and financial resources for affirmative action activities;

—insure that policies and procedures are used to facilitate equal opportunity - not block it.

“Normal” employment profile: Without some kind of quantitative goals, it is impossible to establish accountability and insure timely progress. Moreover, there is no standard for success or failure. One method is to establish some baseline employment profiles. For local or non-mobility positions, such a profile would be based on minority statistics in a geographic area and the minority makeup of the skills pool available for recruitment. Where positions are mobility-type positions, involving national recruitment, national statistics should be used with consideration for minority makeup in the skills pool at the national level. Where skills pools contain underrepresentation of minority groups, efforts should be made to influence change toward normal representation (e.g., through university training).

Employment and training goals: There are several ways to



YN2 Rosa L. Garris, USN, affirms her four year reenlistment in the Navy in a brief ceremony in NOAA's Office of the Naval Deputy where she is assigned. Capt. Neil F. O'Connor, USN, Chief of Staff to the Naval Deputy, administers the oath.

improve employment statistics toward achievement of “normal” employment profiles. First, in considering recruitment for each vacancy, an effort can be initiated to insure the representation of minorities and underrepresented groups among highly qualified candidates. In this way, excellent candidates are available to the selecting official and there should be no need to compromise on skill levels.

Second, each manager can and should use training and development resources and opportunities to achieve affirmative action goals. For example, where an employee has the ability but, due to an inadequate educational experience within a discriminating educational system, has limiting skills, develop a career and training program to overcome those limitations. Finally, the restructuring of positions to facilitate increased opportunity should be considered.

The tools are available. Each manager should be accountable for the progress toward agreed upon affirmative action goals. When managers fail in this aspect of performance, they have not used resources available in a way which maximizes achievement of *all* organizational goals. Performance should then be considered inadequate and appropriate action should be taken. When managers do well, they should be well recognized. The use of resources and the responsibilities of managers (and executives) is the key to making af-

firmative action work.

Commitment of Resources: Where progress is not being made toward goals each office should be required to commit significant staff and financial resources toward affirmative action efforts. Such a commitment would continue until timely progress resulted. Performance appraisals for managers and supervisors should consider affirmative action achievement among the firm's items, not in the last.

Policies and Procedures: Recruiting and hiring practices in government are complex and often represent barriers to affirmative action. This is particularly true when they are used in a passive way, thus, hiring choices are often limited. On the other hand, when managers look at the entire system, they will discover many opportunities for positive steps toward affirmative action. In fact, when affirmative action efforts are made in employment, managers will probably discover an avenue to strengthen their staffs in all the selections made, minority and non-minority.

Conclusion: Progress in the employment of women, minorities, or other underrepresented groups will not occur naturally. There are often tendencies to be attracted to people most like ourselves in appearance, values, or origin. This is not necessarily intentional or discriminatory. Strong incentives, motivation, and commitment can overcome these differences.

Jackson State Program Gets NOAA AID

A concern about the small number of minorities and women in the oceanic and atmospheric sciences has led NOAA to help expand a meteorology program at Jackson State University in Jackson, Miss.

Dr. Keith W. Johnson, of NOAA's National Weather Service, became Visiting Professor of Meteorology in Residence for a two-year period starting last fall,



Dr. Keith W. Johnson

organize a Bachelor of Science degree program in meteorology at the predominantly black institution. Under Title VII of the Civil Rights Act, the major portion of his salary will come from NOAA.

NOAA Held Its First Women's Week

Comparing the planning of one's career to the planning of a sea voyage, Arva Jackson, Director of NOAA's Office for Civil Rights, brought the last session of the NOAA Women's Week to a close, Friday, Dec. 15.

"First, you chart the course; second, you make certain the vessel (yourself) is seaworthy; third, you check the climate; fourth, you make the voyage; and fifth, you keep a log for others," she told the audience of NOAA employees who had been attending various workshops, panels, and seminars throughout NOAA locations in the Washington, D.C., area during week.

The closing day session also included speakers: Elsa Porter, DOC Assistant Secretary for Ad-

A View Of Hispanic Underemployment -by Rod Quiroz, NWS

The dramatic surge of Hispanics in the American scene is now the frequent subject of newspaper articles. Even before the recent surge, the number of Hispanics (in various degrees of assimilation) had reached nearly one-tenth of the U.S. population. The ratio of Hispanic employment in NOAA, however, is only 1-2%, 202 out of a total 11,725 employees in mid-1977. Why such a disparity?

It is possible, as often suggested that a disproportionately small number of Hispanics have prepared themselves for the geophysical sciences. If so, why? We offer the argument that, as with most influx minorities, the majority of the Hispanics have started out at a very low economic rung, with typically large families; and the requirements for economic survival precluded

education beyond high school for most of the children. The writer's own experience is very much in this pattern, being one of nine children and the only one to be able to obtain a college education. It also happens that an interested high school teacher turned him in the direction of meteorology. (One now has the impression that higher education has become more generally accessible, particularly to second and third-generation Hispanics sufficiently at home in American urban settings to look into scholarships and other aids. Still it is probable that the Hispanic minority

still lags behind in education as statistics indicate.)

It follows that if a proportion of Hispanic employment closer to the U.S. population ratio is to be attained, we should guide young Hispanics toward achievement of an education that would qualify them for productive and creative positions in NOAA. It therefore makes sense to make a special effort to reach the young people, to emphasize the value of training in physics and mathematics, not only as a prelude to specialization in NOAA disciplines, but also as one of the important means for personal fulfillment.

Striving To Fulfill A Goal

-by Michael Lipson, Chairperson, NOAA
Equal Employment Opportunity Committee

A climate in NOAA in which equal employment opportunity committees will no longer need to exist is the eventual goal of all NOAA EEOC's. That goal, seemingly unreachable ten years ago, may be within the grasp of our children.

The NOAA EEO Committee is composed of the chairs and vice chairs of EEO committees within each major line component (such as, NWS, NOS, or NESS) or major program element (such as, the Office of Oceanic and Atmospheric Serv-

ices). The major difference between the EEOC's and other NOAA committees is that the EEOC's membership is elected by the people of NOAA. We serve you, and in so doing we strive to promote and effect the kinds of policies within NOAA that treat employees as people.

Within NOAA, commitment from our managers is the name of the game. Without strong, continuous, and active support from management the EEO program is lip service. Memos signed without action are more destructive than supportive.

On the occasion of Martin Luther King, Jr.'s 50th birthday, I urge the employees of NOAA to become involved with their committees. I implore managers at all levels to begin to take an individual interest, a personal commitment to the goals of EEO. At the end of 1979 our managers should have as their goal the capability of saying "This is what I have done," not "This is what I have said".

We have come a long way. We have still further to go. Each of us—employee, manager, committee member and person—must rededicate ourselves to a visible commitment, one that others may follow. Dr. King said, "Man dies when he refuses to stand up for that which is right." Let us all stand up and move forward.

Comments

The Office for Civil Rights welcomes comments on the material in this special issue. Send to: OCR/NOAA, Rm. 652, Rockwall Bldg., Rockville, Md. 20852.

Jackson State began a limited meteorology program in 1976; the first of its kind in the country.

ministration; James Walsh, NOAA Deputy Administrator; Mary Jo Binder, DOC Federal Women's Program Manager; and Ellen Overton, NOAA Federal Women's Program Manager.

NOAA Women's Week was

coordinated by the Federal Women's Program Advisory Committee and is part of the various heritage weeks aimed at helping NOAA people understand and learn more about each other.



NOAA employees participated in seminars and discussions during NOAA's first Women's Week.

Messages To Commemorate Martin Luther King Jr.'s 50th Birthday

From Secretary Of Commerce

Juanita M. Kreps

It is fitting that we celebrate Martin Luther King, Jr.'s 50th birthday with renewed efforts to create a just society. No greater challenge faces us as we move toward the 21st century.

The 1964 Civil Rights Act remains a testament to Martin Luther King's belief that men could overcome their fears of one another. But it falls to us who carry out the nondiscrimination language in our laws and regulations to give meaning to those words. For it is by assistance to those discriminated against because of race, sex, handicap, religion or age that justice is done.

As Secretary of the Department of Commerce, I strongly support both the meaning and the spirit of the words given to us by the man we honor in this special edition of the NOAA News—

"If a man happens to be 36 years old, as I happen to be, and some great truth stands before the door of his life, some great opportunity to stand up for that which is right and that which is just, and he refuses to stand up because he wants to live a little longer and he is afraid his home will get bombed, or he is afraid that he will lose his job, or he is afraid that he will get shot . . . he may go on and live until he's 80, and the cessation of breathing in his life is merely the belated announcement of an earlier death of the spirit."

From NOAA Administrator

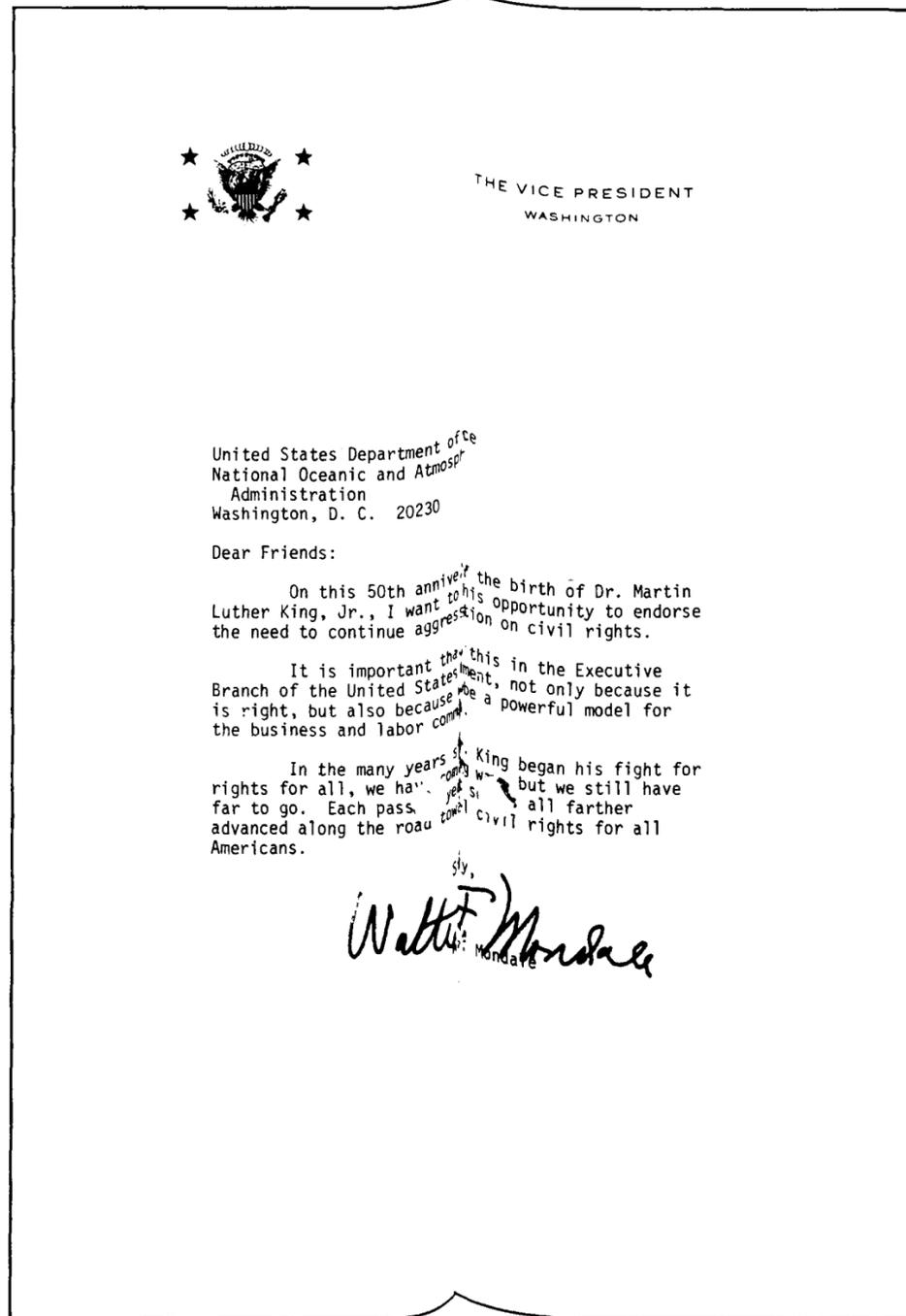
Richard A. Frank

In 1978 NOAA instituted an Office for Civil Rights to provide an organizational framework for managing our continuing efforts and new initiatives for civil rights and equal opportunity in employment.

Experience has taught us that structure is important but not a substitute for the recognition and acceptance by each NOAA employee that civil rights are everybody's responsibility.

Several programs illustrate NOAA's commitment to action in the coming year. Three of six NOAA selectees for the DOC Science and Technology Fellowship Program for 1978-79 are minority group members; the NOAA Corps, through a Summer Work Program, recruited 22 students who are minority or women; 89 Upward Mobility Trainee positions have been allocated for eight programs designed to improve upward mobility and equal employment within NOAA; finally, NOAA has provided assistance in expanding a meteorology program at Jackson State University in Jackson, Miss.

With your help I look forward to a NOAA civil rights program which helps fulfill Martin Luther King, Jr.'s dream of a world where individuals will not be judged by the color of their skin and which will be a fine example for all who work in the Government.



From the Director of the Office for Civil Rights, Arva Jackson

I like to think that it would please Martin Luther King, Jr. to know that the marches in the summer's heat, the water hoses, the beatings, the mockery, the jailings - all endured in the quest for a world where all men created equal are treated equitably - have some measure generated the impetus that led to the establishment of an Office for Civil Rights in NOAA. His pleasure would come in the realization that his dream of a world where all persons are treated fairly was being institutionalized in the private and public sectors. Institutionalizing dreams is not the same as having them come true, however. The greatest homage we can pay to the man we honor in this special edition is to make his dream come true in NOAA. I am convinced that we can do just that . . . and we will.

In Celebration Of Martin Luther King, Jr.'s 50th Birthday

America, the beautiful, of thee I sing,
Now I betcha' some of you are wondering
just what that means. Does it mean
That in her majesty she's full of grace?
Or does it mean for you and me and everyone
we all have a place?

Now, some of you may think that America's
just doin' fine. Some of you may ask
Yourselves what does she have for me in mind?
Is it all for one or one for all or none of the above?
Is there peace and joy and harmony and lots of
brotherly love?

Well, sisters of the world unite; brothers of the
world lets fight for all good things for all
good men—lets put the world together again!

My objective, I will state, is not only to be remembered,
but to be remembered as great! I guess you wonder
If that's a sin. I guess you wonder what's in my heart,
but then the record must stand and speak for itself.
I mean, shouldn't every man's life be that way—

What else do we have to leave to the world? but tasks
that we ourselves found necessary—well, girl, I
Guess there's not really much that I should say, I mean,
I realize we're honoring someone special on a special day.

But I guess to him it had to mean, "America the beautiful
of thee I sing"—the 'land of opportunity' was mine to
behold. He walked thru this land so brave and so bold,
And yet cut down in the prime of his youth, if t'is one
thing he said, and Lawd it was the truth, 'That I have
a dream, that all men should be free!'—I guess that
means you and me.

— Casey (Kitty Clark, Executive Secretariat)

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A Personal View Of Black Women In The Women's Movement - by Nadine Doxey, ADMIN

I am going to address the subject of the role of the black woman and compare this role with that of the white woman in the women's liberation movement. I must emphasize that this article should be taken as being my personal viewpoint and not necessarily the opinion of all or most black women. I am sure there are a number of black women who share my viewpoint, as well as a number of black women who might vehemently disagree with me. I am only expressing the viewpoint of a percentage of black women who might feel the same as I do on this subject.

You may have noticed that overall, black women have contributed few outstanding proponents in the matter of sex equality. I believe that there are certain reasons for this lack of enthusiasm and that these reasons are based on several inherent factors. In summary, these reasons, are:

- 1) the women's lib movement is basically a middle-class, white movement;
- 2) the black woman and white woman's relationship to white men is different;
- 3) black women are already liberated and independent;
- 4) the attitudes of black women and white women towards men are different;
- 5) there is the existence of a racial stigma unique to black women;
- 6) there are economic factors adversely affecting the plight of the black women;
- 7) black women have other different battles and stigmas to fight than white women.

The image a lot of black women have of the women's liberation movement is that it is basically a white and middle class movement. While we may be striving for the same outcome - sexual equality - the reasons we've been denied this equality are very different. Consequently, the problems faced by white women and black women are different. White women have not undergone the same kind of oppression as black women. They have not been subjected to the same economic, political and

social adversities that most black women have suffered day by day. So for us, the movement is not merely an intellectual persecution. It is quite real.

The black woman's relationship to white men is very different from the white woman's relationship to them. In the women's lib movement, the enemy is the same - the white male - but our relationship to him plays a significant part in how we deal with him. White women have to look at their problem and it is their husbands. He is the oppressor because he is the system. It is a white male system. This is why she has to look at him. The white woman can start there, but she can't solve her problem there by saying, "down with marriage." She has to start politicizing.

When we, the black woman, look at the problem, it is the boss and once was the master. We are not subject to the same kind of emotional susceptibilities in this role. We don't have to worry about the consequences of offending our husbands.

In the matter of liberation, I maintain that black women do not need to be liberated and independent because they already are liberated and have been liberated and independent for a long time. The black woman has had to be the breadwinner of the family. Consequently, she is liberated in her own mind because she has taken on the responsibility for the family and she works. Black women had to get in the labor force early because black men didn't have jobs. And the price we had to pay in the course of our climb is that we are now stereotyped as being a dominant female.

Our women have never been afforded the luxury of staying at home, raising children, watching soap operas or doing volunteer work. We've worked - in the white woman's kitchens, served as the white woman's maid, and we were the nanny for the white woman's children while our own children were sometimes starving and neglected.

We've never had the kind of

protector that the white woman had - the white man. We had to look out for ourselves when our men were reduced to humiliation and weren't given jobs. We have often had to call the tune in the black family.

We have always been independent. We were educated in the school of hard knocks and out of this struggle for human dignity and survival, we have developed a tradition of independence and self reliance.

There was an economic necessity for the black woman to earn a living to support her family. This necessity, in turn, quickly fostered her independence and equalitarian position. The black woman's liberation problem is not that she needs to be liberated or independent, but that even though she is liberated and independent, she still hasn't been able to make any decisions. She is liberated in her own mind, but the whole country still oppresses her as a black woman.

The white woman's situation is different in that her history of oppression does not span back as far as the black woman's. The oppressed white woman has started to compete for decent jobs and is only now realizing her oppression.

The attitudes of black women towards their men are different from the attitudes of white women towards white men. Black women are not competing

with their men for jobs. They've been able to find work when their husbands could not. Some white women's lib advocates are asking for jobs that black men have never been able to get.

The issue for black women hasn't been that they were earning less than men, but that they were earning less than white women.

I feel that the role of black women is to give sustenance to the black man. We want to see our black men rise to power. Now that the black man is able to speak, we speak together. We should not separate - this is what I am saying to the women's lib movement. You cannot separate men from women when you're black. Black society needs the strength of all its members in order to survive - men, women and children. We see it as the eventual liberation of all black people. It does not mean negating one for the other.

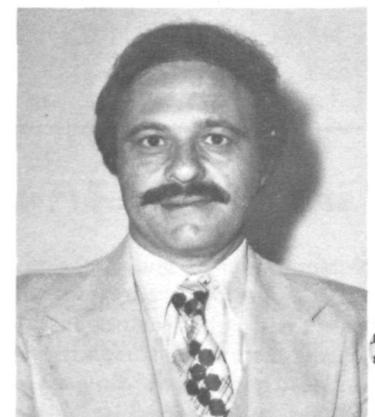
It is not true that in order for the black man to be strong, the black woman has to be weak. We're talking about the total involvement of every man, woman and child. We need our whole army out there dealing with the enemy, not just half an army.

Then there is the question of the racial stigma - which has never been felt by a white woman. Black women should
(Continued on p. 7)

Howard Friedman Receives 1978 NOAA EEO Award

NOAA's 1978 Equal Employment Opportunity Award went to Howard A. Friedman, Tropical Weather Analyst at the National Hurricane Center in Miami, Fla. As chairman for the Center's EEO Committee for the past four years, Friedman has advanced EEO training, awareness, and concepts in the Center and in the community. Among many contributions, he has developed and monitored training programs for minorities, women, and low grade employees, as well as for foreign visitors who train in Miami. Friedman's EEO work also has

been recognized by organizations other than NOAA.



Howard A. Friedman

Mary Boylen Named The EDIS 1978 Employee Of The Year

Mary Boylen, Administrative Officer in EDIS's Environmental Science Information center (ESIC), received the EDIS 1978 Employee of the Year Award.

Boylen was responsible for the planning, coordination, and implementation of the relocation of the ESIC director's office and of the Scientific and Technical Publications Division from

the Page Building in Washington, D.C., to the Rockwall Building in Rockville, Md. These major moves were accomplished within two weeks of the notification of relocation. In addition to these accomplishments, Boylen implemented a suggestion streamlining subscription requests through ESIC that resulted in a \$50,000 annual savings for NOAA.



Dr. Thomas S. Austin, Director of EDIS, and Mary Boylen, 1978 EDIS Employee of the Year.

A Personal View Of Black Women In The Women's Movement

(From p. 6)

direct their feminist efforts chiefly toward the realization of the equality of the races, with the sex struggle assuming a subordinate place. Black women see race discrimination as a much more serious problem than sex discrimination.

Black people have some of the same problems that they had when they were first brought to this country. That's what we've got to deal with. We recognize America as a nation which is both racist and anti-feminist. These are two of the prime traditions of this country, but they are separate and distinct.

If women were suddenly to achieve equality with men tomorrow, black women would continue to carry the entire array of utterly oppressive handicaps associated with race.

White women celebrated the 58th anniversary of women's suffrage, but as recently as 1965, black women and men had to work for the passage of a voting rights act in order to make it possible for millions of black people to have their right to vote protected. Racial oppression of black people has done what class or sexual oppression has never done — destroyed an entire people and their culture.

White women are fighting male chauvinism and black women are combatting racial exploitation of all black people. Black women have been enslaved, white women have been exploited. Slavery is exploitation in its extreme sense. But exploitation does not always sink people to the depths of slavery.

We as black women have to deal with the problems that the black masses deal with, for our

problems in reality are one and the same.

It is true that the black woman does have some of the same problems as white women, but she can't take some of the same things for granted. Most of these differences stem from the fact that white women have not suffered the extreme economic exploitation that most black women have been subjected to.

The black woman raises children who seldom have the same sense of security that white children have when they see their father accepted as a successful member of the community. Black women have the additional problem of raising their children in crime ridden neighborhoods and they're struggling to make sure their children receive a decent basic education. They don't have time to take up a white middle class cause like women's lib.

It's true that the women's lib movement has helped black women gain political and social reform, abortion reform, free child care centers. But before these changes came about, black women never had the alternatives that white women could take for granted and buy with money to solve their social problems. We had to take care of our own teenage mothers when white women had the Florence Crittenden Homes and our children had to carry the door key around their necks because there were no day care centers for black working mothers and they didn't earn enough money to pay a babysitter.

Some of the other battles and stigmas black women have had to fight are different from those

encountered by white women. Black women have had no special teachers to instruct them—no conventions of distinguished women of the more favored race have met to consider their particular need. There has been no fixed public opinion to which they could appeal—no protection against libelous attacks upon their characters, and no chivalry generous enough to guarantee their safety against man's inhumanity to woman.

The black woman has had stigmas that white women have never encountered. Most of these stigmas have grown out of the roles forced upon black women during the slavery experience and its aftermath.

Black women have been traditionally depicted as immoral, domineering, emasculating and sometimes they've been ignored altogether. The "immorality" of the black woman has shown more plainly than her white sister's only because she was poor and ignorant. Everyone sins—sin is not confined to a particular race, but the black woman was too poor to hide her shame.

Worse than stigmas, sometimes the black woman has been ignored altogether. Southern railway stations had three waiting rooms—ladies, gents, and colored. We were neither ladies nor gents, we were just colored.

In the area of sexual exploitation, white women are rebelling against advertising that insults women and magazines that depict women as nonthinking, bosomy bundles of sex placed on earth for the benefit of the Playboy Magazine centerfold. But to black women, the term

sexual exploitation has had a completely different meaning. We just weren't even there in the mass media. We've had the greater sexual exploitation because we were ignored and considered sexless. We weren't even seen in magazines or on T.V. It's only been in the last few years that the ads even recognize the fact that we use toothpaste and since then, we've been used in the same silly ways as white women have always been used. Though not sexually exploited, black women have been sexually abused. During slavery, we were sometimes regarded as breeders often at the mercy of slave owners.

I've given you some insight into a number of external and historical factors affecting the role of the black woman in the women's liberation movement. Perhaps the lack of involvement of black women in the women's lib movement can best be explained in terms of priorities—the priorities of black women versus the priorities of white women.

The first priority of virtually all black people is the elimination of racial prejudice in America—in effect, the liberation of black people. Second in importance is the black family problem of establishing a decent way of life in America as it exists today.

If and when the day comes that racism in America is eliminated, then maybe the black family's stability problem will disappear and more black women will be able to give first priority to the elimination of oppression because of sex. Until that day arrives, we will first have to be black.

Back of the job — the dreamer Who's making the dream come true!

--Berton Braley, 1882-1966



National Oceanic and Atmospheric Administration

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