

7285

27 NOV 1979

TO: All Members of the Federal Women's Program Board

1. Next meeting of the FWP Board is scheduled for Tuesday, 11 December, at 1:30 p.m. in 5E11.
2. Attached are several items for your consideration:
  - a. The minutes of the last meeting
  - b. The proposed agenda for the 11 December meeting
  - c. The revised membership of the Board
  - d. Statistical sheet dated 27 September 1978 re Women in CIA
  - e. Vol. 9 of FWP Publication "Women in Action"

STAT

Agenda for the December FWP Board Meeting

Day: Tuesday, 11 December

Place: 5E11

Time: 1:30 p.m.

1. Projects and Issues: Please be prepared to discuss your specific concerns and areas where you want the Board to spend its time and efforts.
2. Alternates: Discussion of attached recommendations prepared by  of NFAC.
3. Scribe: Suggestions regarding solutions to Board's need for a scribe, possibly on a rotating basis.

STAT

RECOMMENDATION:

That each <sup>Directorate</sup> ~~division~~ with two or three representatives appoint a first and second alternate Board member. At least one alternate should attend every Board meeting to stay current on Board business. When a member is absent, an alternate should attend in her place and vote. Each member's absence should be filled by an alternate with proxy voting power so that the Board meets each time with a full representation for every division.

✓ <sup>Directorate</sup> ~~Divisions~~ with only one representative should appoint a single alternate to attend meetings and proxy-vote when the Board member is absent.

When a Board member misses three meetings in a row without a work-related excuse, she should be replaced by the first alternate, the second alternate should become the first, and a new second alternate, selected.

RECOMMENDATION:

That a list of Board applicants from all divisions should be maintained by the Board. When committees are formed, these applicants should be solicited for committee membership and support.

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# women in action

A Federal Women's Program publication

Vol. 9 No. 6 October 1979

## WOMEN AS MANAGERS

"The traditional stereotypes about women managers still work to our detriment," according to Diane C. Herrmann, Director of the Federal Women's Program. "The concept has been that women cannot handle the responsibility of being a manager, however, statistics have shown that if given the opportunity, women excel because they already possess the skills necessary for management."

Despite the existence of equal employment opportunity statutes, executive orders, and programs such as the Federal Women's Program, Federal women remain drastically under-represented in managerial and supervisory positions. Our statistics reflect the fact that women are still a minority in the key decision-making positions.

The women who plan to become managers and who want to advance within the higher grades need to acquire the necessary background of training and work experience. The new SES Candidate Development Program and the Managerial Development Program are two major vehicles for women to acquire visibility and experience.

There are many barriers or obstacles facing women who are striving for recognition and the full utilization of their skills. These barriers are personal, societal, and organizational. They take the form of supervisors, peers, subordinates, general attitudes, sex-role stereotyping, subtle exclusions, and the lack of information.

Sharon Grant, coordinator of the Networking/Mentoring Project of the Environmental Protection Agency, stressed the importance of all women

recognizing their managerial and leadership skills and "managing your immediate situation."

"The female managers' major problem is isolation and can be overcome by building a support system with male and female allies," declared Ms. Grant.

This issue focuses on women in management—who they are, where they are and how they achieved their positions; women as managers—how to develop the critical managerial skills, and how you can facilitate entry or advancement into your "targeted" position; and women and their potential—how you too can maximize your resources and talents, tap the resources of other employees, and deal with the many barriers facing you.

In order to have a better understanding of the problem, let's explore where women managers and supervisors are in the Federal Workforce and examine their levels of academic preparation, specifically the major subject and educational level. The

following July 1978 statistics are from the Central Personnel Data File on the full-time permanent general schedule **excluding the Departments of Labor, Interior, and State.** The Department of Justice is included in the supervisory count, but the statistics on managers incorporates only non-FBI employees.

Out of a total of 22,905 managers in Grades GS-9 through GS-18 in the Federal government, 21,483 are men and only 1,422 are women. Only 6.2% of the Federal managers are women while 93.8% are men.

For the total population of Federal managers, the average grade level is 13.8. The average grade level for men, 13.9, is very close to the total population's average grade. The average grade level for the female managers is 12.9 (See Table 1)

Most managers, both male and female, have a bachelor's degree and additional courses. Even though 33.6 percent of all female managers have attained this education level, only 2.1

(Cont. on page 6)

**Table 1:**  
**ALL MANAGERS BY SEX AND GRADES GS-9 through GS-18 in July, 1978**

	Total	Women	%	Men	%
GRADE 9	383	76	19.8	307	80.2
GRADE 10	252	49	19.4	203	80.5
GRADE 11	1054	194	18.4	860	81.6
GRADE 12	2754	297	10.8	2457	89.2
GRADE 13	4368	283	6.5	4085	93.5
GRADE 14	5124	187	3.6	4937	96.4
GRADE 15	6688	247	3.7	6441	96.3
GRADE 16	1515	57	3.8	1458	96.2
GRADE 17	544	21	3.9	523	96.1
GRADE 18	223	11	4.9	212	95.1

## FWP Deputy Director Appointed

Carol A. Harvey recently was selected as Deputy Director, Federal Women's Program Office, U.S. Office of Personnel Management. Prior to this appointment, Harvey was a personnel management specialist in the same office.

Harvey began her Federal career in 1971 with the Civil Service Commission, now Office of Personnel Management (OPM), in New York where she conducted management training courses. In 1973 she became a grants manager with CSC's Intergovernmental Personnel Programs Division of the New York Region. She came to Washington, D.C., in 1974 to CSC's Management Training Center to conduct special management training courses for people from developing nations.



Harvey joined the FWP in 1975 where she has been involved in writ-

ing the forthcoming Federal Personnel Manual Subchapter and regulations on the FWP. She recently completed a slide/tape presentation for supervisors and managers which outlines their responsibilities to the FWP. Currently she has designed and is now developing a program to move mid-level women into supervisory and managerial positions.

Harvey received OPM's Certificate of Special Achievement in April 1979 under the Government Employee Incentive Awards Program, and currently is an advisor to the National Organization for Women's Committee on Federal Women and Federal Programs and the Federally Employed Women's Coalition for the Constructive Modification of Veterans Preference.

## Take Advantage of New Managerial Development Programs

"We are deeply concerned about women who are skilled, experienced and dead-ended in their Federal careers," Carol Harvey, Deputy Director of the FWP recently stated. "We know that there are many competent women who are capable of performing in higher level positions, and yet are never identified for more responsible projects or jobs."

Since May 1978, Harvey has been working on a project to assist such women. After discussing the problem with FWP Managers in headquarters and the field, as well as OPM officials, Harvey designed a "Managerial Development Program" which she hopes will result in more women in management.

Convinced that women and minorities can "make it on their own" if only given a fair chance to demonstrate their abilities, Harvey specified that the program be an integral part of the agency's Executive Development Program, rather than a special EEO initiative. As a result, FPM Bulletin 920-26, dated August 8, 1979, requires that each Federal agency will include an outline of a Managerial Development Program with the Executive Development Plan

which is to be submitted to OPM by October 1, 1979.

Although Managerial Development Programs are open to all candidates, it is expected that women will be significantly better represented within management ranks as a result of the program. Today, women hold only 6% of all management positions, and 19% of all supervisory ones. Each Managerial Development Program outline must include "the proposed affirmative action recruitment and internal selection approach". If OPM judges the outline to be lacking, it will not approve the agency's overall Executive Development Plan, of which Managerial Development is an integral part.

Harvey encourages all EEO officials, especially FWP Managers, to be involved in the development of the agency Executive and Managerial Development Programs. Noting that traditional selection procedures have excluded women from the management ranks, she encourages agencies to develop competency-based selection devices which identify the knowledges, skills and abilities required to perform the job, as well as

the candidates' competencies in the identified "KSA's." Chronological work histories, such as the SF-171, often do not reflect what a woman is capable of doing. Many women do not know how to express their volunteer or unpaid experience in terms which can be evaluated by staffing specialists. There are also women who have been discriminated against when it came to work assignments, promotions and details, so that their SF 171's do not reflect what they are capable of doing, but only what "the system" has allowed them to do so far.

Identify the person or group in your agency that is designing your Managerial Development Program. Assure that the program which results is consistent with affirmative action goals and principles, and monitor the program's implementation to assure that it accomplishes what it sets out to. Finally, be sure that women are encouraged to apply for Managerial Development. By taking an active role in the design of your agency's outline, you will be aiding countless women in their efforts to reach the top—and hopefully, yourself too!

# The Susan B. Anthony Dollar

"... will symbolize for all American women the achievement of their unalienable right to vote... will be a constant reminder of the continuing struggle for the equality of all Americans." President Carter, October 10, 1978.

Susan B. Anthony was a great American who devoted her life to securing the right of women to vote. Her crusade continued the heritage of all heroic Americans who have built this country on the belief that equality is the right of every citizen, not the privilege of a few. The United States has honored Susan B. Anthony by placing her portrait on the obverse of the new, small-sized dollar coin. This is especially significant in that it is the first time that a portrait of an American Woman, rather than a symbolic woman, appears on the circulating coinage of our nation.



## Director—Office of Civil Rights

It all started with a determined woman, attending the University of Ohio and working as a GS-4 Clerk with the Veterans Administration in Cincinnati, Ohio. Dolores Platt tells us of how there was absolutely no chance of growth for her at Veterans Administration. She was in one of the familiar "dead-end" positions. She made the decision to take a lateral position with the Public Health Service, now known as Environmental Protection Agency, as a GS-4 Clerk with growth to a GS-5, however, the agency appeared to offer a better opportunity to move up.

After remaining as a Clerk for a period of time, Platt was now qualified to apply for a GS-6 Staff Assistant. Following through the competitive procedures, she got the job! This was a significant point in her career since this would be the beginning of a new career venture. Because of her eagerness to continue moving up, she worked hard, did a good job, and

through competitive procedures again, she became a GS-7/8 Grants Assistant. During this time, she became the Federal Women's Program

Manager—collateral duty for her EPA Region. In addition, Platt was also chairperson of the EPA Agency Council for two years.

Due to reorganization, her position as Grants Assistant was abolished, but, she applied for the position of Resource Manager, GS-9. From here she became a GS-11 Management Analyst, where she received a promotion to GS-12.

Through the encouragement and assistance of the Director of Administration and the Personnel Officer, Platt was accepted into the *Executive Development Program* at EPA. During her time in the program as a Personnel Management Specialist, she received the administrative and supervisory experience for management appointments.

The happy ending to a new beginning for Platt is that she was recently appointed by EPA Region 7 (Kansas City) as Director of Civil Rights.



# Public Management

Working women and students who want to pursue a career in public management are encouraged to explore the Presidential Management Intern Program. The purpose of the program is to attract men and women of exceptional management potential to the Federal Government, and an integral part of that is to increase the participation of women and minorities in determining public policy. The program was established by President Carter through Executive Order 12008 on August 25, 1979.

Each year 250 interns are selected for two year Schedule A appointments to managerial positions in all Cabinet level departments and other Federal agencies. The interns begin at grade GS-9, Step 1 and may receive promotions. At the completion of the internship, they are eligible for conversion to career service without further competition.

An applicant must be enrolled, part or full time, in a graduate program for a masters or doctorate degree to be received during the current academic year. The degree should include a general management education with a focus on the public sector. Subject concentrations have been public management, business administration, public policy, or urban planning.

Students are nominated by their school's dean and then they participate in a regional screening process. Candidates are rated on the contents of their applications, performance in group exercises, an individual interview, and a writing sample. Through this process, the 250 interns and the alternates are selected.

Agencies offer a variety of management generalist or program positions in Washington, D.C., and regional offices. An intern development plan is designed for each intern with specific learning objectives.

All interns are exposed to at least three of the following areas: management or program analysis, personnel management and labor relations, budget and financial management, information systems, and procurement or grants. This exposure is obtained through formal and informal

methods such as job rotation or training courses.

Within the agency, the interns have designated mentors and internal coordinators, in addition to their supervisors. Participation in the structured Career Development Program includes seminars, small group meetings with career managers, career development sessions, retreats, and other activities.

In 1978 and 1979, forty-six percent of their 250 interns were women. The interns are from many colleges and universities located within the United States and Puerto Rico. About thirty percent of the interns had some Federal work experience on a temporary or full-time basis. The program is an excellent opportunity for Federal technicians or professionals in a dead-end job series.

## Leadership and Women

The training center of the Office of Personnel Management has developed a workshop titled, "Leadership and Women." It was designed for those who want to develop the interpersonal and organizational skills needed for effective leadership in higher level positions. Topics included in the course are:

- exploding myths and stereotypes
- dealing with unconscious discrimination
- using formal and informal office communication lines
- aiming for results
- building a cohesive work team
- making your achievements visible

For additional information on this course, contact your nearest OPM Regional Training Center, or call the Washington Training Center at (202) 632-5671.

Ms. Melba Meador, a high school teacher in English and Speech, decided to apply for the program through information publicized by her local chapter of the American Society for Public Administrators. She completed her masters degree in Public Administration on a part-time basis in January 1978. In July 1978, Ms. Meador started as an intern in the Health Resources Administration of HEW. The first six-month assignment included work in management analysis, public affairs, and agency representation.

After consultation with her HEW mentor, Ms. Meador competitively applied for a six month detail in the Office of the Special Assistant to the President for Information Management, the White House. Her responsibilities were the design and implementation of a training program and speech writing. Her current assignment is in the Health Budget Branch of OMB performing program and budget analysis. For the final six months, Ms. Meador would like to be located in an office on Capitol Hill or HEW.

After her internship, she hopes to obtain a position in a Congressional Relations program, or policy office of HEW. Ms. Meador feels the program's flexibility creates many outstanding opportunities for professional development and contacts. While she has not come into contact with women in supervisory positions, she has found managerial men to be very supportive. Ms. Meador encourages women of all ages with good academic grades, strong writing and analytical abilities, and involvement in school or work activities to apply.

Nominated students have to submit their applications to the Office of Presidential Management Internships by December 21, 1979. For applications and further information, contact the Presidential Management Intern Program Division, Office of Intergovernmental Personnel Programs, Office of Personnel Management, 1900 E. Street, NW, Room 2510, Washington, D.C. 20415. The director, Andrew Boesel, can be reached at (202) 254-7316.



## Be Competitive

Don't hesitate to take jobs which, conceived by others, are unattractive. — The choice has to be yours — always be in control of yourself! — These are the words of wisdom Carolyn Leonard shares with women who are climbing the career ladder into management.

Leonard, now the Director of Austin, Texas Service Center for the Internal Revenue Service, did not start at the top. She worked in a large department store in the personnel office, but, knowing that her knowledge, skills and abilities could be used better elsewhere, made the decision to leave. With a Secretary's degree and a Business Administration degree, she decided to find her "place."

Leonard started in Los Angeles with IRS as a GS-5 Revenue



Carolyn Leonard, Director, Internal Revenue Service Center, Austin, Texas.

Operator. She remained there until she became a GS-9. During her tenure as Revenue Operator, she accepted several details to San Diego where she received exposure in supervision;

Level Career Program. Her first managerial position was Section Chief of Taxpayer Services as a GS-11/12. Within a short span of time, she accepted a lateral transfer to Hollywood, Ca., as Revenue Officer Group Manager.

It was at this time Leonard was accepted into the Regional Mid-Level Career Program—she then became the Field Branch Chief, GS-13. Because her motto is "Always want to do better, be competitive", Leonard then applied to IRS-Executive Selection Program. She received training and moved to Kansas City as Assistant Director of IRS-Kansas City Service Center.

After her tenure in Kansas City, she was selected to come to the Washington, D.C. office as Assistant Division Director of Taxpayer Service Division, GS-16.

Carolyn Leonard is now the Austin Service Center's Director.

## HUD Training on Women in Management

Under the direction of Betty Caldwell, the headquarters EEO Office of the Department of Housing and Urban Development has implemented a comprehensive management training program for and about women. This program teaches top management about the unique problems of female managers and trains women in managerial skills, organizational survival, and career planning. The program components have been offered in Washington D.C. and are open to regional employees.

Rosabeth Moss Kanter, the author of *Men and Women of the Corporation*, educated HUD's top and mid-level managers about the issues facing women and how to handle the different dynamics. After establishing a conceptual framework and tracing individual career paths, Ms. Kanter discussed action planning in HUD and helped the managers to design activities. Training was conducted through one-day seminars and management retreats.

As a supplement to the regular curriculum, special training is offered to the management-oriented women, mostly GS-12 and above. A popular

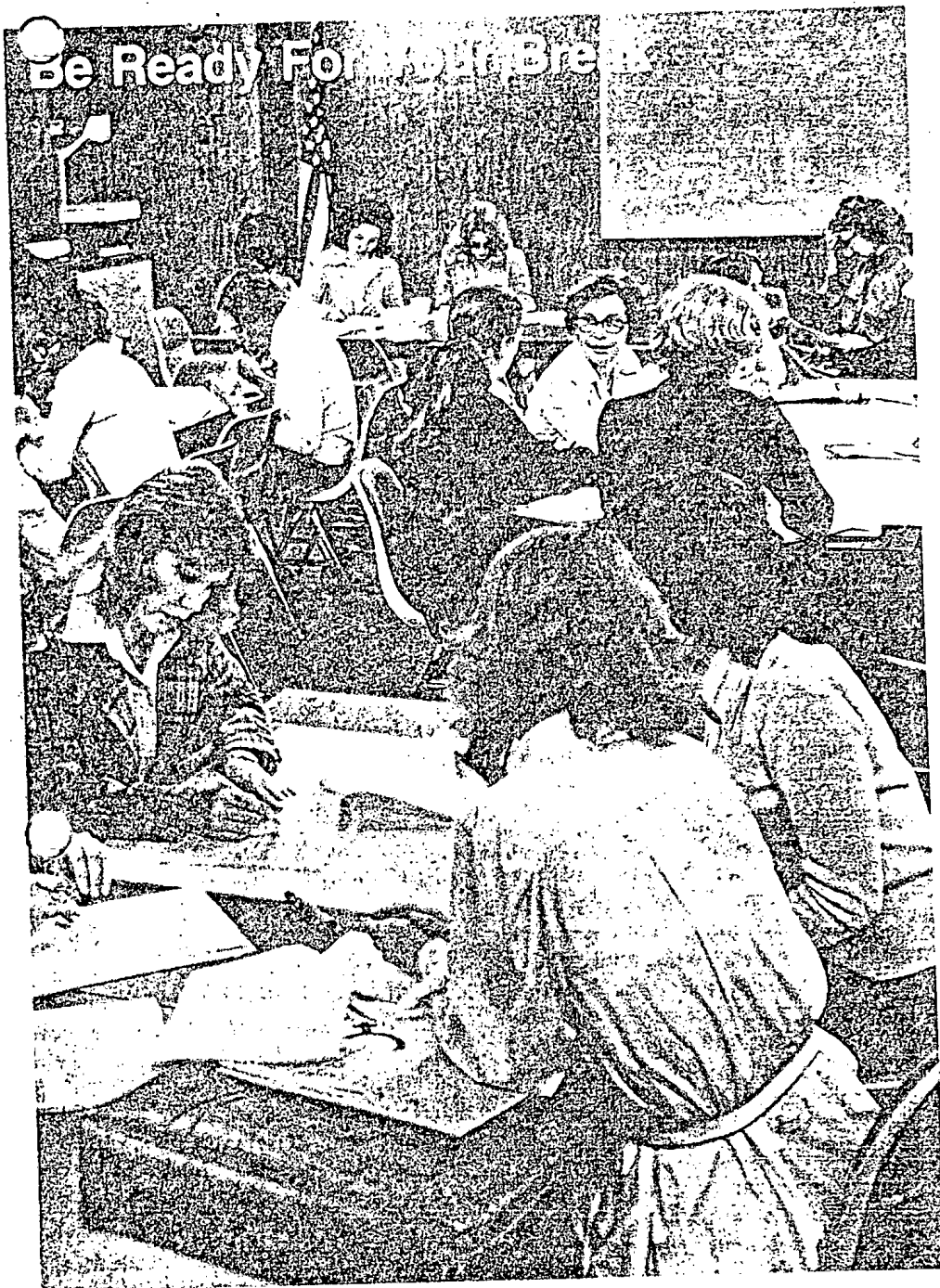
course has been "Stress and the Working Woman." In June 1979, Rosabeth Kanter conducted a series of seminars for pre-management and management females on "*Beyond Competence: Understanding Organizational Issues for Women*." This seminar focused on the analysis of power and action planning. The HUD Women's Week on "Women and Economic Pressure" in May 1979 was a vehicle for offering fourteen courses for all women employees. The topics included career planning, assertiveness training, and dual career marriages.

For this fall, career planning workshops for the GS-12 and above female are planned. The workshops will deal with the individual and her skills, career priorities, and value system. Also short-term training courses in managerial skills, such as time management and budget preparation, will be offered to women. The success of HUD's managerial training program on and for women has been attributed to the strong support of HUD's top management women.

Another HUD long-term course is the Career Coaching Program for clericals and entry-level profession-

als. The program consists of two components: training courses in managerial skills, skills inventory, assertive communications, and career planning and development and the coach/partner match. After the participants have identified a career field of interest, they are matched with a HUD coach in that field. The coach teaches the participant about the career field, the available jobs, the needed training and skills, and introduces other professionals. Once the one-year program is completed, the participants often continue their relationships with the coach. Ms. Caldwell stated that the low-cost Career Coaching Program is very popular and easy to implement.

Cynthia Thomas, FWPM for the HUD headquarters office, and the director of the Career Coaching Program, will answer inquiries about the program and its structure. She can be reached at the Department of Housing and Urban Development, R-2272, 451 7th St. SW, Washington, D.C. 20410, (FTS: 755-5457). Ms. Caldwell will provide information on the general program and she is located at the above address and telephone number.



*Some of the NRC women employees learning and discussing the first lesson of "Leadership for Women."*

This is the advice given to 34 women employees at the Nuclear Regulatory Commission in Washington, D.C., at a workshop sponsored by the Federal Women's Program.

"Leadership for Women" is a series of eight-lesson workshops where women discuss and present each program themselves. Participation by workshop attendees attributes to developing their skills in communication and a sense of confidence and achievement. According to Ruth Anderson, Federal Women's Program Manager and workshop leader, the program is quite similar to the "Leadership and Women" course sponsored by the OPM Training Center (see this issue).

At the first workshop, the women discussed such questions as:

1. Are women out of place in the tough, ruthless world of business?
2. Why do some women feel unfeminine in being assertive? How can being assertive help?
3. Why do some women feel winning means being selfish?
4. Is success or failure determined by circumstances over which you have no control?

Anderson also notes that the class is successful in helping women face the reality of what it takes to become a leader, acceptance of success and failure, and how to cope with it all.

Sounds interesting to you? Think perhaps it would work at your agency? Give the FWPM, Ruth Anderson a call at NRC (202) 492-7082. She will be glad to share her experiences of organizing the class with you.

#### **BARSKY-FEDERAL SUMMER INTERN**

Special thanks and congratulations to Leona Barsky, the Federal Summer Intern in the FWP Office. She has been co-editor of *Women In Action* for the Summer Issues. Ms. Barsky, a student at Cornell Univ., also received the OPM-Special Citation from the Federal Summer employees awards program for being the Outstanding Federal Summer Intern.

## **Federal Women's Program Staff**

The Federal Women's Program Office of OPM is now fully staffed with the addition of two new employees, Korona I. Prince and Ellis McNeill.

In addition to being Editor of *Women In Action*, Ms. Prince will also be FWP staff liaison to the Task Force on Sex Discrimination and Women in Science & Engineering.

Ms. McNeill will be staff liaison for the Task Force on Women in Law Enforcement, and will be doing further study on Age Discrimination and Child Care Legislation. She will also be exploring the possibility of designing an EEO Specialist Development Program.

Women Managers

Continued from page 1

percent of all managers are women with a college degree. Yet 37.9 percent of all managers are men with college degrees.

The other numerical concentration of male and female managers is in the education category of professional and masters degrees and further study. Even though 4.5 percent of all female managers possess a graduate degree on the masters level, only 1.5 percent of all managers are women with this educational background. Compare that figure with 20.6 percent of all managers are men in this education category. (See Table II)

Table II:

### EDUCATIONAL LEVEL OF MANAGERS IN GRADES GS-9 through GS-18 BY SEX IN JULY 1978

	Total	Women	Men
Some College Courses	3640	237	3403
Bachelor's Degrees and Further Study	9149	478	8671
Professional and Masters Degrees, Further Study	5078	349	4728

The numerical concentration for the college majors of men and women managers presents the traditional pattern for women. (See Table III)

Out of a total of 157,282 Federal supervisors in Grades GS-1 through GS-18, 127,000 are men and only 30,282 are women. Only 19.2 percent of the Federal supervisors are women while 80.8 percent are men. For the total population, the average grade level is 11.2. The average grade level for men, 11.8, is close to the total population's grade level. But the average grade level for women is 8.7 (See Table IV)

Table III:

### THREE HIGHEST CONCENTRATIONS OF WOMEN MANAGERS BY ACADEMIC MAJOR IN JULY 1978

Academic Major	Total	Women	Men
Home Economics	174	163	11
Social Sciences	1788	144	1644
Health Professions	665	60	575

### THREE HIGHEST CONCENTRATIONS OF MALE MANAGERS BY ACADEMIC MAJOR IN JULY 1978

Academic Major	Total	Women	Men
Business and Management	3426	87	3339
Engineering	3134	3	3130
Social Sciences	1788	144	1644

## ALL SUPERVISORS BY SEX AND GRADES GS-1 through GS-18 JULY 1978

	Total	Women	%	Men	%
GRADE 1	5	2	40	3	60
GRADE 2	23	17	74	6	26
GRADE 3	138	106	76.8	32	23.2
GRADE 4	635	476	75	159	25
GRADE 5	4310	2957	68.6	1353	31.4
GRADE 6	7469	4098	54.9	3371	45.1
GRADE 7	10290	5377	52.3	4913	47.7
GRADE 8	5132	2119	41.3	3013	58.7
GRADE 9	12810	3980	31.1	8830	68.9
GRADE 10	4695	1158	24.7	3537	75.3
GRADE 11	24942	4666	18.7	20276	81.3
GRADE 12	27162	2593	9.5	24569	90.5
GRADE 13	27507	1588	5.8	25919	94.2
GRADE 14	20732	799	3.8	19933	96.2
GRADE 15	10169	303	3.0	9866	97.0
GRADE 16	954	34	3.6	920	96.4
GRADE 17	244	5	2.0	239	98.0
GRADE 18	65	4	6.1	61	93.9

Most female supervisors have some high school education or high school degree and they are only 6.9 percent of all supervisors. In contrast, most male supervisors possess a college degree as 28.9 percent of all supervisors. (See Table V)

The numerical concentration for the college majors of both men and

women supervisors is very similar to the pattern presented by the statistics on managers. (See Table VI)

As the statistics demonstrate, Federal women need to utilize all available vehicles for advancement and self-development to correct their underrepresentation in managerial and supervisory positions.

Table V:

### EDUCATIONAL LEVEL OF SUPERVISORS IN GRADES GS-1 through GS-18 BY SEX IN JULY 1978

	Total	Women	Men
Grade 1-Grade 12 and High School Graduates	34201	10810	23389
Some College Courses	34812	8053	26757
Bachelor's Degrees and Further Study	49549	4112	45428

Table VI:

### THREE HIGHEST CONCENTRATIONS OF WOMEN SUPERVISORS BY ACADEMIC MAJOR IN JULY 1978

Academic Major	Total	Women	Men
Social Sciences	6767	971	5793
Health Professions	2942	733	2209
Business and Management	14762	703	14057

### THREE HIGHEST CONCENTRATIONS OF MALE SUPERVISORS BY ACADEMIC MAJOR IN JULY 1978

Academic Major	Total	Women	Men
Business and Management	14761	703	14057
Engineering	14515	49	14464
Agriculture and Natural Resources	8403c	26	8377

## RESOURCE REVIEW

How can you locate job leads—How do you design your personal Individual Development Plan—How can you write a better SF-171? A former Upward Mobility Coordinator for the Federal Government has answered all of these questions and others in a book titled, **TAKE CHARGE OF YOUR OWN CAREER**. It is not written exclusively for women, however, it offers many insights into the career problems faced by women and offers suggestions for overcoming barriers to advancement. The cost of the book is \$6.95 + .80 postage and handling. Make check or money order payable to: Donna J. Moore, P.O. Box 723, Bainbridge Island, Wash. 98110.

*The Ambitious Woman's Guide to a Successful Career* examines the myths about women workers and the barriers that face women. The informative publication covers topics such as career paths, job hunting, and building skills, useful to the ambitious woman. This practical book offers suggestions, and advice for the individual. It was published by AMACOM, a division of the American Management Association, and authored by Margaret V. Higginson and Thomas L. Quick.

Look for *New Life Options: The Working Woman's Resource Book*. Filled with practical suggestions, exercises, and action plans, this publication covers the many alternatives available to working women. The headings include "New Perspectives, Getting the Best from Your Career, Taking Good Care of Yourself, the Potential of Your Relationships, and Managing Your Options." There are valuable articles contributed by many professionals. The book was published in 1976 by McGraw-Hill Book Company and authored by Rosalind K. Loring and Harbert A. Otto.

*The Three Toughest On-the-Job Problems: A Forthright Guide for Women Supervisors* is a helpful booklet for women managers and the employee planning a career in management. Through the presentation of cases with comments, it focuses on how to deal with your subordinates, peers, and supervisors. A checklist of basic managerial skills and a self-rating quiz are also included. At the cost of two dollars, the booklet is available from the Executive Enterprises Publications Co., Inc., 10 Columbus Circle, New York, N.Y. 10019, (212-489-2682).

Every woman should obtain the *Working Women's Guide to Her Job Rights* which explains the legislation covering women who are job hunting or already employed. This publication of the Women's Bureau in the Department of Labor outlines employment benefits and statutory protections, the enforcement agencies, and the methods of obtaining remedies and further information. For your assistance, a list of Federal and State agencies with addresses is included. Copies are available for \$1.60 from the Superintendent of Documents, US Government Printing Office, Washington, D.C. 20402. The stock number is 029-016-00056-9.

Federal laws protect you against many forms of discrimination. To understand when you are protected and how to file a complaint with the Federal government, obtain a copy of *Getting Uncle Sam to Enforce Your Civil Rights*. This booklet refers you and the possible discriminatory situation to the proper agency office in Washington, D.C., and the regional offices. Single copies are available free from the Publication Division, US Commission on Civil Rights, Washington, D.C. 20425, (202-254-6600).

## Upcoming Conference

### Hispanic Women's Conference

The Second National Hispanic Women's Conference will be held in San Antonio, Texas, November 6-10, 1979. The Conference is hosted jointly by the National IMAGE Inc., Women's Action Committee, and the U.S. Office of Personnel Management. For conference details, contact: Helen Monica Vasquez, HEPM, Kelly AFB, San Antonio, Texas 78242, Autovon: 945-2716.

## women in action

Women in Action is the monthly newsletter of the Federal Women's Program. Editor: Korona Prince.

Women in Action can be ordered in bulk for a few cents a copy by Government agency printing officers by riding OPM's Women in Action requisition at the Government Printing Office (refer to OPM printing requisition No. 80-47). It is available by subscription to individuals outside the Federal Government (\$6.00 domestic and \$7.50 foreign, annual rate). Subscription address only is Superintendent of Documents, GPO, Washington, D.C. 20402.

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