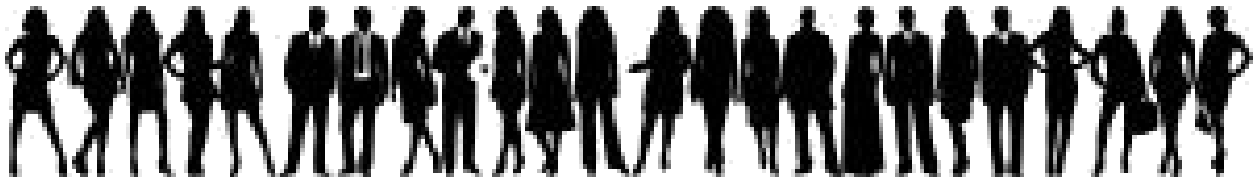
R E F L E C T I O I S

BLACKS IN GOVERNMENT

PAST & PRESENT

1975-2018



FORWORD

Dear Readers:

Dr. Martin Luther King, Jr. once said "If we are to go forward, we must go back and rediscover those precious values….." Of course, this is only one phrase from a larger body of work, but it is an important part in that we must look to the past, measure that past against the present. Only then can we discover what is needed to proceed to the promise of the future.

This book, ***Reflections--Blacks In Government: Past & Present***, is meant to provide an overview of how and why the organization was established, who was involved, what was happening in the workplace prior to Blacks In Government (BIG), and how we've grown in both programs and activities designed specifically to benefit African Americans employed in federal, state and local government agencies throughout the United States.

Information for this book was gathered from many sources—documents, letters, interviews, program books, pamphlets, etc. were contributed by both leaders and members of BIG. Every effort has been made to merge information from the past with that of the present in order to show the seamless, fluid movement of the organization's progression.

In looking towards the future, it is hoped that future BIG Historians will continue recording and/or documenting our history; for without knowing our past, the path forward may prove repetitive rather than moving towards what is considered progress.

Enjoy!

Honorable C. Jacquie Beatty-Sammons
National Historian/Librarian
Blacks In Government

ACKNOWLEDGEMENTS

First, I want to thank those who provided editorial services for this body of work—Ms. Sandra Glenn, Honorable Felicia Shingler, and 48 Hour Books.

A few years have passed since this journey of collecting materials for a written narrative of the history of Blacks In Government began, and while all members of Blacks In Government have played an important role in its history, there are a number of individuals who provided information via interviews, personal documents and materials, as well as, through informal conversations. Since I can't possibly name them all, the major contributors are noted below:

Honorable Ramona Hawkins*
Honorable Oscar Eason, Jr.*
Honorable Thomas Walton*
Honorable Gregg Reeves
Honorable Darlene H. Young
Honorable Leonard T. Stone*
Mr. Johnny Smith
Honorable Norma J. Samuel
Mr. Danny Thomas*
Honorable Rubye Fields*
Honorable Julius Grouch*
Honorable J. David Reeves
Honorable Gerald R. Reed
Honorable Dr. Doris Sartor
Ms. Janie Ealy
Honorable Ellen G. Dyson
Dr. Vera McKethan
Ms. Bettie Hudson

THANK YOU ALL

- Deceased

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INTRODUCTION

Blacks In Government (BIG) was conceived by a group of Department of Health Education and Welfare Black federal employees at the Parklawn Building in Rockville, Maryland, who believed that Blacks should unite in order to obtain and secure the rights and privileges of full citizenship participation. Organized in 1975, BIG was incorporated as a nonprofit organization within the District of Columbia. Nonetheless, Blacks In Government was organized in 1975 and incorporated as a non-profit organization under the District of Columbia jurisdiction in 1976.

On December 4, 1975, the first official meeting of Blacks In Government was held at the Parklawn Building in Rockville, Maryland. Of the 400 or more Black government employees of HEW/HSA, only five individuals attended: Ms. Doris Bing, Mr. Garfield Crawford, Mr. James J. “Pat” Daugherty, Ms. Shirlene Gray, and Mr. Calvin McDaniels. Those five individuals are now known affectionately as the “First Five”.

Subsequent meetings brought others to the organization: Elaine Bailey, John Coffee, Fleetwood Roberts, Rubye S. Fields, Samuel S. Taylor, Lonis C. Ballard, Siegal E. Young, Ramona McCarthy Hawkins and Rhonda Thomas joined with three of the first five to found the organization once known as “Parklawn BIG”. Thus, according to our records, our official list of founders seems to exclude Ms. Bing and Mr. McDaniels. It is unknown if this was an error, or if they decided to opt out of the initial efforts to establish the organization.

BIG has been a national response to the need for African Americans in public service to organize around issues of mutual concern and use their collective strength to confront workplace and community issues. Of major concern was the talk of an impending RIF, or reduction in force, wherein certain federal government jobs were to be abolished or contracted out to the private sector (A-76). Cafeteria workers, office maintenance/cleaning, lawn care workers, elevator operators, to name a few, historically held by African American employees, were slated to be abolished as federal jobs, eliminating gainful employment for a segment of the federal workforce that was already underrepresented.

BIG members are diverse in their backgrounds, interests, and occupations. They are executives, managers, supervisors, administrative assistants, secretaries, police officers, city managers, council members, state legislators, military personnel, as well as many rank and file government workers. The goal of the organization was, as it remains today, to function as an employee support group, an advocacy group, and a resource group for Black civil servants. Additionally, BIG goals are to promote equity in all aspects of American life, excellence in Public Service, and opportunity for all Americans.

Nationally, BIG represents the interests of Black government workers in the Congress, at the White House, with the national media, and through coalitions with other national organizations. BIG has testified before the U.S. House of Representatives’ Subcommittee on Employment Opportunities and expressed our conscience and convictions concerning the need for affirmative action to close the under-representation gap in various job classifications. BIG has met with the U.S. President at the White House, along with Department heads and White House officials to protest the disproportionate impact of the RIF (Reduction-in-Force) in government agencies on Black employment, and presented its position on equal employment opportunities, performance appraisals, and employee rights and protections.

BIG's goals are to promote EQUITY in all aspects of American life, EXCELLENCE in public service, and OPPORTUNITY for all Americans.

Chapter 1: A CALL TO ACTION

Today, Blacks In Government (BIG) is a National Organization, but that was not always the case. Located in Rockville, Maryland, the huge Parklawn Building was the governments answer to consolidating many agencies within the Public Health Service into a central location. These agencies included Department of Health Resources, the Department of Health Services, the Food and Drug Administration, the National Institutes of Mental Health, the Indian Health Service, along with several smaller components.

WHOSE IDEA WAS THIS ANYWAY?

Once the decision by higher level PHS bureaucrats, along with some congressional input, had been made to relocate 10,000 employees to the Parklawn Building, it soon became apparent that a "reduction in force" was on the horizon. During those days, that term, also known as "RIF", put fear into the hearts of every African American federal employee, especially those in the lower grade levels.

With the consolidation of agencies under the umbrella of DHHS (formerly known as DHEW) Lonis Ballard, EEO Office Director, invited several EEO officers to his office to discuss the need for an African American special emphasis organization, independent and outside of the Department of Health Education & Welfare. It was also Mr. Ballard who suggested the name, Blacks In Government (BIG).

Thus, the initial meetings of what was to be known as Parklawn BIG, was to strategize ways in which to protect the greater number of minority employees whose jobs would certainly be eliminated. That jobs historically held by African Americans would be the first to go, was the reality of the day. Also realizing that the impending RIF was not limited to the U. S. Public Health Service and the Parklawn Building, and comparing notes with minorities in other agencies, it was determined that some type of umbrella advocacy organization was desperately needed, and long overdue.

With so many employees of different agencies in the same building, the lunch hour became the perfect time for inter-agency discussions and comparisons. After several weeks of lunch hour strategy sessions, Parklawn BIG was born.

IMPORTANT FACTS:

- Ramona McCarthy Hawkins served as the first President of Parklawn BIG
- Lonis Ballard served as the first National President of BIG
- James "Pat" Daugherty served as chair of the planning Committee prior to formalizing BIG as an organization
- Rubye S. Fields served as first National Secretary and provided monetary assistance to BIG.

BIG FOUNDERS

This page is dedicated to the men and women who sacrificed, worked and endured harassment in their workplaces to make Blacks In Government a reality. Without them, there would be no BIG.

LONIS C. BALLARD

RAMONA MCCARTHY HAWKINS

RUBYE S. FIELDS

JAMES " PAT" DAUGHERTY

SHIRLENE GRAY

GARFIELD CRAWFORD

SIEGAL E. YOUNG

FLEETWOOD ROBERTS

SAMUEL S. TAYLOR

ELAINE BAILEY

JOHN COFFEE

RHONDA THOMAS

CHAPTER 2: BIG GOES NATIONAL

Following a series of meetings to get minority employees in other Washington, D.C. agencies involved, the few began to multiply. Subsequently, the idea of a minority advocacy organization began to take hold throughout the Nation, and on February 26, 1976, BIG incorporated as a National Organization.

Articles of Incorporation:

Over time, the organization has seen many changes, and with each change, the Articles of Incorporation was amended to reflect those changes. The following is taken from the original copy of the document. It reads……

We, the undersigned natural persons of the age of twenty-one years or more, acting as incorporators of a corporation adopt the following Articles of Incorporation for such corporation pursuant to the District of Columbia Non-profit Corporation Act:

FIRST: *The name of the corporation is BLACKS IN GOVERNMENT*

THIRD: *The purpose or purposes for which the corporation is organized is/are: To* act as an advocacy for the employment and general welfare of Blacks, and to improve the quality and equality of employment opportunities and conditions which affect Blacks. This shall include, but not be limited to, those administrative and personnel practices affecting Blacks as they relate to recruiting, hiring, promoting, training, realigning, reassigning, detailing, transferring, career development and upward mobility.

FOURTH: *The Corporation will not have members.*

FIFTH: *The directors shall be elected as shall be provided in the bylaws.*

SIXTH: *Provisions for the regulation of the internal affairs of the corporation, including provisions for distribution of assets on dissolution or final liquidation shall be provided in the bylaws.*

SEVENTH: *The address, including street and number, of its initial registered office is 1746 13th Street, N.W., Washington, D.C. and the name of its initial registered agent at such address is Samuel S. Taylor.*

EIGHTH" *The number of directors constituting the initial board of directors is three and the names and addresses,* ***including street and number*** *of the persons who are to serve as the initial directors until the first annual meeting or until their successors*

be elected and qualified are: Shirlene Gray, Garfield Crawford, and Siegal E. Young.

Throughout the ensuing years, this document was amended to reflect the organization's structure as it is today. These amendments were not limited to the fourth item above which states "The Corporation will have *no members*" was amended on December 20, 1977 to read that "The Corporation *will have members*"; and the Eighth item above indicates three directors were elected to serve on the Board changed to twenty-two directors. In other amendments, eleven regions (two directors per region), which followed the makeup of federal government regions, was established. Within these eleven regions, there would be an infinite number of chapters.

National Board of Directors

The Board of Directors consist to two Directors elected by each of the eleven regions, the National President, the National Treasurer, and the National Secretary. In earlier times, and until the delegates determined to abolish them, the Board also consisted of two Directors-at-Large elected by Delegates during the annual Delegates Assembly. Directors shall determine the policy of the organization and has authority to undertake all appropriate actions requiring national attention and may exercise all powers specifically conferred or implied herein. Directors are fiduciaries of the organization. This long-standing common law principle governs all aspects of the directors' relationship to the organization. In plain language, Directors must act honestly and in good faith for the entire organization, not just their individual regions or chapters.

Directors are responsible for the direction of policy and important decisions in the management of the organization's affairs. A Director must actively participate in the management of the organization, including attending meetings of the Board, evaluating reports, and reviewing the performance of the National Executive Committee and office staff.

The first meeting of the National Board of Directors was held January 8-10, 1981, at the Howard Inn, located on the campus of Howard University in Washington, D.C. This meeting focused on a number of organizational and legal matters. The Board also authorized the National President to establish mechanisms for addressing such issues as affirmative action, reduction-in-force, full employment, and Black Institutions.

National Executive Committee

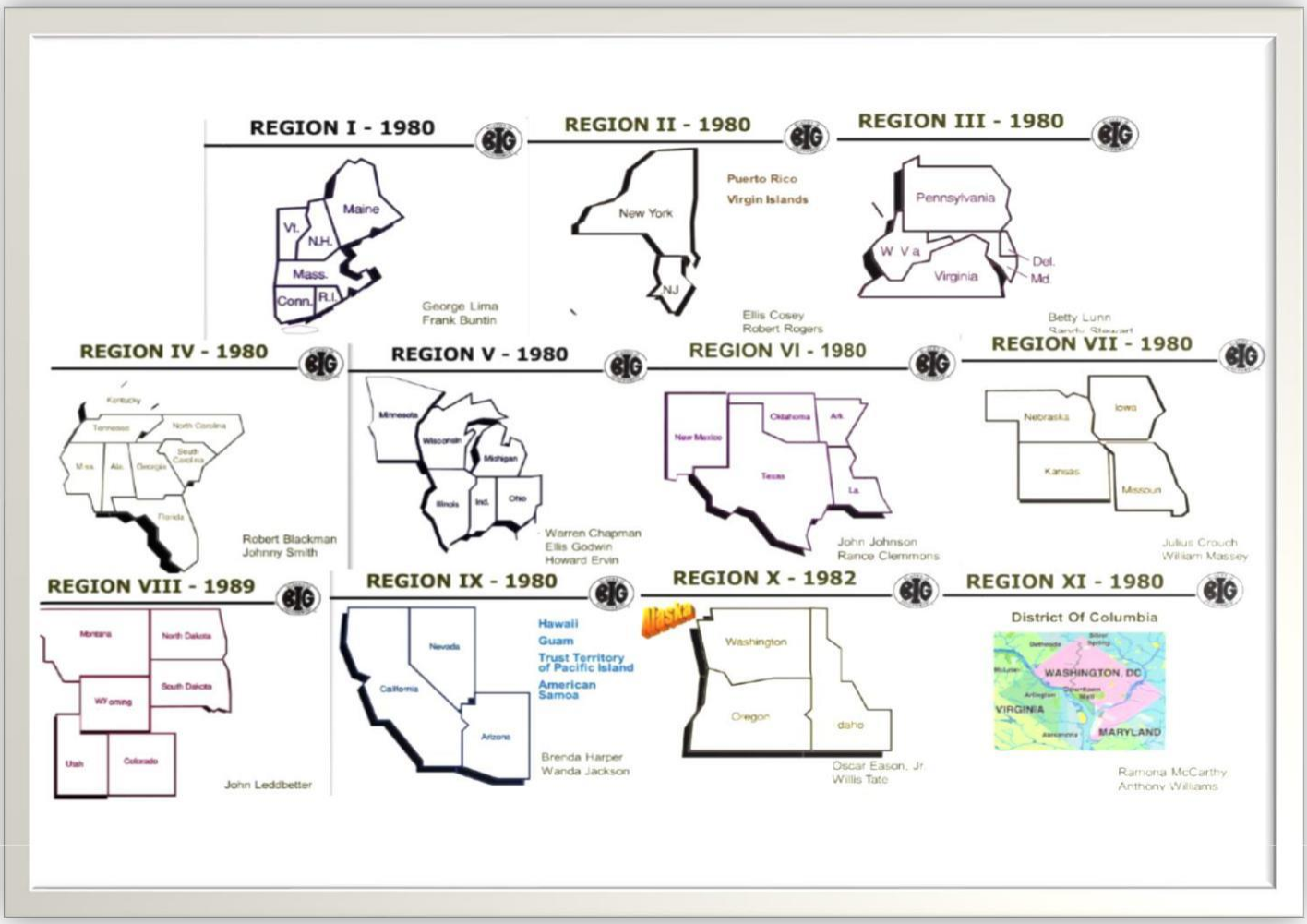
While the Directors provide general direction to the organization, much of the responsibility for day-to-day operations rest with the National Executive Committee, which is responsible to periodically report its activities to the National Board. Elected by Delegates during the annual Delegates Assembly, the voting members of Executive Committee consists of the President, Executive Vice President, 1st, 2nd, and 3rd Vice Presidents (in 1981, the organization elected a 4th Vice President), Secretary, Corresponding Secretary, Treasurer and Assistant Treasurer.

Non-voting members of the Executive Committee are appointed by the National President, and include: National Appointed Officers (Parliamentarian, Historian/Librarian, Presidential Advisor, Protocol and Strategic Planning Liaison); Standing Committee Chairs (Affirmative Employment/Equal Employment Opportunity, Communication and Public Relations, Evaluation, Finance, Legal Review, Legislative Review, Membership), and Special Committees, (Future

Leaders In America's Government or FLAG, Project BIG Vote, Telecommunications/Photography, National Delegates Assembly, Darlene H. Young Leadership Academy, National Corporate Sponsorship, NOW Generation, National Training Institute; Registration, Military Veterans Emphasis Program). These officers, committees', executive programs and activities are approved by the National Board of Directors.

Regional Councils

Sometime between 1977 and 1981, action was taken by a national task force to develop the remaining major components of the organization's administrative structure—the eleven regional councils. This action brought BIG's structure into full compliance with BIG's National Constitution and By-laws. The Council acts as local advisors to the Board of Directors, identify and develop common strategies to resolve regional problems, and develop mechanisms to share ideas, concerns, problems, information and innovations among Chapters in the Regions, and with the National Organization; and Present written concerns, resolutions, recommendations, and proposals to the Board of Directors and/or the President. According to the Constitution, each chapter was to elect three members to serve on the Council of its Region. Additionally, those persons elected by their

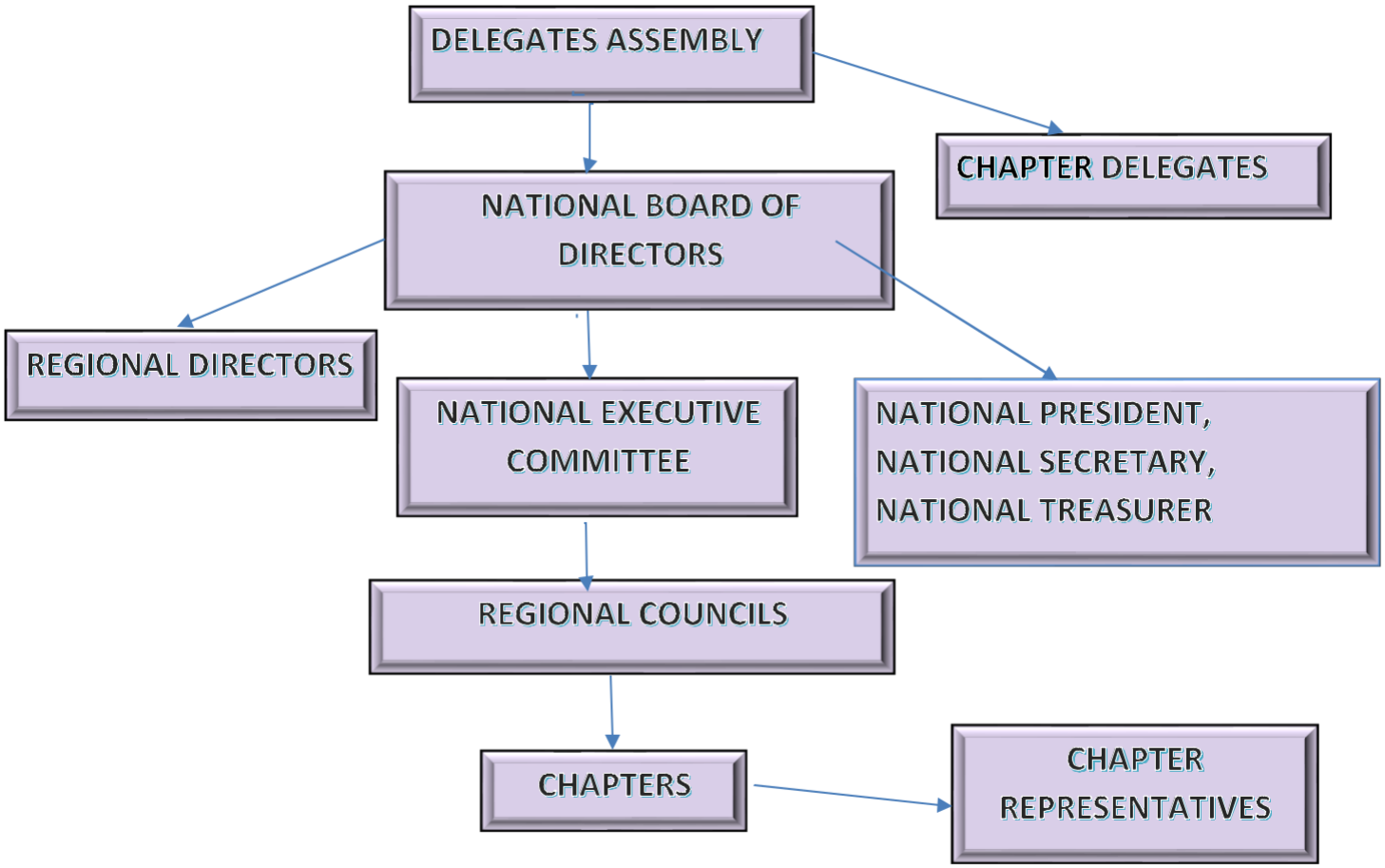


regions to the National Board of Directors were part of the Regional Council as well. Thus, the structure of Regional Councils consists of the Chapter representatives, the Regional Executive Committee and the two Regional Directors, who are non-voting members of the Council.

Chapters

While the National Board of Directors and the National Executive Committee have specific organizational responsibilities, Blacks In Government is member driven. It is the members from various chapters that serve on the Board and Executive Committees; it is the members who serve on regional councils in their geographical areas; and it is members, who through their participation in the organization's annual business meeting (Delegates Assembly), determines the operations and policies of BIG's leadership. Without these dedicated members of chapters, both large and small, Blacks In Government would not exist today.

BIG ORGANIZATION



Chapter 3: Small Steps for Black Federal Workers

Charles E. Shipp was a black federal employee who sought a promotion within the Government Services Administration (GSA). Shipp was a plasterer who accumulated twenty-one years of governmental service. Shipp was also a college grad who labored at the level GS-4 for over two decades without ever receiving a promotion. When Shipp finally complained, he was disciplined with a formal letter of reprimand in his file for the "delay" he caused in his work unit.[1] Federal labor advocate, Julius Hobson, documented in a letter to the Director of Personnel Operations at the Health, Education and Welfare office that "when a complaint is made against these loud supervisors regarding their behavior, no action is taken, yet when an employee defends himself against ill-treatment, in some cases, he/she is "written up" and the supervisor's action is upheld.."[2] After four years of wrangling, in 1969 Shipp finally received a promotion to GS-5. Quite simply, Shipp's story signals a new development within the postwar integration plan for black and white employees within the federal workforce. As time progressed and society moved further away from the conclusion of World War II, blacks had secured more and more protections for their civil rights, which ultimately frustrated their attempts to act upon those rights.

In other words, the more that people pursued their issues through the newfound channels and protocols established for just these reasons, the more laborious and protracted the process became to navigate. Shipp would have likely had a less difficult time obtaining his promotion right after WWII as opposed to waiting until after the Civil Rights Movement whereby discrimination was held to a new standard; one which dictated that discrimination must be overt and obvious. For detecting discrimination in the post-Civil Rights Era, this was not always the case.

In the early 70s, black federal workers began to see the practical limits to the inspiring rhetoric and wave of change that swept the nation the decade before. The greater the "gains" in civil rights, the greater the expectation for successful results of such workplace corrective protocols by white administrators, which meant that a quarter of a century since WWII concluded, many black workers were fighting against "fatigue" taking hold of many majority-white supervisory staffs that had tried as directed to fix discrimination in the workplace several times over the years. It seemed as if for workers like Shipp that the more that had been done, the more that was "required" to prove or establish discrimination which may have been too broad a term to describe exactly what this college graduate endured.

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[1] Joseph Young, *Sunday Star, "*The Federal Spotlight," 7/6/69

[2] Letter to E. Hicks, Jr., Dir, Personnel Operations, Dept of Health, Education and Welfare, 9/19/69

Chapter 4: Aftermath of Riots

Jacqueline Dowd challenges the proverbial timing associated with the Civil Rights Movement and refers to it as the long struggle. Implicit in this characterization is that it was a patient struggle as well to maintain its energy for such a sustained period of time. Once one of the instrumental pieces of that puzzle was removed, many of these long-standing simmering tensions boiled over. After Martin Luther King was assassinated on April 4, 1968, riots broke out in Washington, D.C. immediately, partly in expression of profound sadness and anger over not only losing a key piece of the continued struggle for civil rights, but also in losing civil rights as well.

One immediate consequence was that the city of Washington began to change demographically as whites started leaving the inner city in favor of suburban expansion. The riots not only damaged neighborhoods, but also damaged the collective black reputation and image. Black federal workers were affected in that in order to prove themselves most worthy of advancement, many were faced with choice of distancing themselves from the raw, emotional outpouring that typified participants of the riots. Accordingly, much like chilling communist critiques of freedom fighters in the 50s, collective progressive black politics were frowned upon and instinctually viewed with suspicion in 70s. Taking on white collar jobs meant that blacks would enter a new phase of assimilation whereby blacks were in “closer” contact than ever before with whites, and the new rules promoting professional progress hinged upon social congruence in addition to competence.

Slow Promotion Rates

The melding of both congruence and competence on the job resulted in slower promotion rates for black employees who were otherwise experienced and qualified. In some cases, the circumstances surrounding the lack of promotion strongly suggest that racial discrimination played a role. For instance, Ethel Keith was a nurse employed by the National Institute of Health. On one hand, her position reflected the opportunity for career advancement that the federal government provided since she had authority and responsibility while placed “in charge of two wings of the outpatient clinic, a job normally handled by one or two GS-9 nurses. She supervised six employees, sometimes including GS-9 nurses, for a year.” Yet, the subject of Keith’s complaint was that she was still being denied a promotion to GS-6; she supervised GS-9 employees as a GS-5.[3]

While the specific, actual reasons for why individual black employees were not promoted varied immensely, what began to emerge was a larger pattern of black exclusion from mid to upper level positions. The statistics detailed in Table 4-1 below are too consistent to be considered coincidental. The data suggests that blacks started to move into a new realm of discrimination whereby they were judged more harshly within the federal system of standards where subjective decisions had to be made.

[3] **Job Bias By U.S. Is Talks Topic** By Claudia Levy Washington Post Staff Writer *The Washington Post, Times Herald (1959-1973);* Sep 20, 1972;

TABLE 4-1
Distribution of black and non-black federal employees within GS-and similar pay systems, Grades 1-8 and 9-18, May 1971[4]

		GS 1-8	GS 9-18
Black	1,309	1159 (88.5%)	150 (11.5%)
White	2356	900 (38.2%)	1456 (61.8%)

The vast majority of blacks were essentially segregated from advanced positions, although their employment status represented a positive change from unemployment. Arthur Parks, a biological lab technician at NIH told the Civil Service Commission hearing board that as a result of the practiced isolation, that most of the agency's 3,000 black employees were "suffocating in thankless, low-paying, dead-end jobs, without any real prospects of meaningful advancement." In filing complaints with the appropriate agency, black employees often found themselves having to articulate larger abstract feelings that had to be reduced to specific incidents to prove the feelings associated with discrimination. Yet, the federal government had not devised an effective way to address the psychological cost of having a job that offered virtually no prospects of advancement.

Despite the overall increase in black hires within the federal government, the relative proportions of black employees in the higher paygrades were consistently low throughout the decade, even after the Civil Rights Act was passed. For instance, the Federal Aviation Administration employed more than 20,000 air traffic controllers as of June 30, 1969, but only 547 were minority. Of these federal air traffic controllers, only 2% were minority with only 13 individuals among the 1,600 supervisory and administrative personnel at GS-14 or above.[5] Even as late as 1969, the three highest civil service grades GS-16 through GS-18 featured no blacks. At the next grade below, there was a roster of 118 officials, but only four were black.[6] As was the case earlier in the decade, only 2.3% of all GS-12 positions were black as 90.5% of all black positions were in grades below GS-9 even though blacks constituted 65% of the total population.[7]

Additionally, like Shipp, many black employees encountered the additional confusion and indignity of having pursued high education degrees without receiving any additional compensation or award for their extra efforts. During testimony to the subcommittee on labor of the committee on labor and public welfare of the U.S. Senate for the Equal Employment Opportunity Enforcement Act, Julius Hobson referred to a survey made by the Library of Congress found that 6% and 5% of the white and black employees had college and post-graduate degrees, respectively, yet blacks were promoted once every five years while whites promoted once every fifteen months.[8] While not every black employee could have been or should have been promoted, a promotion differential of roughly four years too significant to be casually dismissed as mere coincidence.

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[4] LOC information Bulletin, June 10, 1971. There has never been a black employee above grade GS-14, and as of May 1971 there were only 3 blacks in grade GS-14

[5] *Encyclopedia of Black America*, edited by W.A. Low and Virgil A. Clift, (New York: McGraw-Hill, Inc., 1981), p. 315

[6] Helen G. Edmonds, *Black Faces in High Places: Negroes in Government* (New York: Harcourt Brace Jovanovich, 1971) p.213

[7] March 12, 1968 Press Release, "Chronology of Federal Job Discrimination"

[8] On S23453, August 11-12, 1969, USGPO, 1969, testimony of Hobson begins on 178-192.

Although this and other similar committees were called to order with the best of intentions to expose the truth, when it was time to publish a report, not nearly as many wanted to be blamed for not recognizing changes and accordingly, and often ended up portraying a more optimistic view of the future.[9] Yet, in the years following the political apex of the Civil Rights movement, the structural mechanisms designed to detect and deflect racial inequities within the workplace were still undergoing improvement. By way of example, the irony was that although people initially filed complaints with the CSC, after much frustration and little progression, they eventually started to file complaints against the CSC itself. Says one black federal worker: "I filed grievance with my agency and the US Civil Service Commission and later an affidavit claiming racial discrimination with the Commission."[10]

Nonetheless, the mounting data raised the complex question of to what degree was such discrimination institutionally or individually administered. Despite individual black performances – which ranged from fair to excellent to poor, many blacks believed and perceived the playing field to be wrongfully slanted so that no matter how much they excelled individually. The testimony of Julius W. Hobson before the American Library Association on December 3, 1971 underscores this belief: "I was told unofficially by Bernis Walker, the then personnel officer, and by Ernest Griffith, the tired director of LRS, that no black man was to advance beyond a GS-7 level."

Thus, despite public political support for anti-discrimination legislation and protocols, with each "new" bill or protocol, national legislators were growing more reluctant in their full-throated political support from top ranks within the federal government. For instance, when asked what "he planned to do" about voting on legislation to strengthen the EEOC, whose initial powers were largely limited to seeking voluntary compliance with its recommendations, Rep William M. Colmer, D-Miss "slowly removed a cigar from his mouth and said" 'kill it."[11]

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[9] The Congressional Record, US House of Representatives, Congressman William Fitz Ryan, "Enforcement of Civil Rights Legislation," February 29, 1968, pp. H-1536 to H-1540.

[10] Attachment to Authorization, Sarah Hill,9/2/69 Ltr to US Civil Svc Commission,

[11] Evening Star, 12/11/70

CHAPTER 5: SUBURBANIZATION

As a direct outgrowth of the ’68 riots, not only did whites leave the city of Washington, but many black federal workers did as well, thanks to their growing middle-class status. So, as white collar workers left for greener pastures in the suburbs, black collar workers were close behind: “black suburbanites fared better economically than D.C. Blacks, but less well than non-black suburbanites…suburban black workers were also more likely than non-blacks to work for government agencies.[12] Some black workers moved out to the suburbs to further cement their status while many felt that they were forced to adjust to suburban living just to stay employed. Many black federal workers had the challenge of commuting to work from their homes, but this challenge was made even more daunting when the job moved from a city location to a new location in the suburbs. Many black federal workers felt that these agency moves out to the suburbs only heightened their vulnerability as long-time workers. What this “controversy” speaks to rather than racism is the relatively sensitive nature of race relations wherein black workers *perceived* administrative decisions as pernicious that in many ways were routine. The claim that such a move would have a discriminatory effect on black workers illustrates the heightened awareness on the part of black workers of recognizing and articulating systematic disadvantages that they faced. For instance, the HEW move to Rockville was the subject of a lawsuit as many black employees were angry over being informed of the move not until after three years after the decision was made and more than a year after the new Rockville building had been leased.[13]

Kenneth Holbert, Director of Housing indicated that it was asking too much of black employees for the federal government to expect them to bear additional time and expense in order to enjoy equal job opportunities. “Health, Education and Welfare officials testified that about 300 black employees were forced to apply for other jobs following the agency’s relocation to the Parklawn Building in Rockville, MD during 1966.” The move spurred a lawsuit, and HEW officials admitted that they had not previously considered the possibility of hardships caused by such action – but in dealing with a federal agency based in D.C. where employee turnover is a constant threat, in many ways the officials who decide to move based upon the best interest of the agency and not based upon that of a particular group of employees are being rational inasmuch as they are being intentionally racist.

Currently, the data is inconclusive to declare with all certainty that because certain agencies that moved out to the suburbs, that black public sector jobs were directly eliminated. But it is nonetheless interesting to see where in select instances the federal government did imitate the private sector in moving out to the suburbs to conserve on costs and save on the bottom line. Many industrial centers – especially those along the Rust Belt – saw a departure of businesses that determined it was advantageous to move to the suburbs to avoid the higher expenses associated with operating a business within an urban context. Washington, D.C. was different in that the city did not experience a mass exodus of private sector investment that allowed the urban core to collapse. In D.C., the bulk of

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[12] Eunice S. Grier, “Characteristics of Black Suburbanites,” (Washington: Washington Center for Metropolitan Studies, 1973)

[13] Wash Afro American 5/19/70 “Hardships plague federal employees”

enterprise activity centered around government affairs, most of which stayed put in the D.C. center or D.C

For example, the Health, Education and Welfare agency's (HEW) move out to the suburbs of Rockville, Maryland may have caused for inconvenience, but it did not present an insurmountable barrier to employment. While the Twin brook Metro station would not open until 1984, there were several bus lines that did travel all the way up Wisconsin Avenue to the Rockville area from Washington, D.C. More importantly, workers at HEW still, despite all of the political gains the Civil Rights Movement amassed, still were concerned with their role as federal professionals, not content with their new role as mere federal workers. Rather than "take their protests to the streets," black federal workers organized themselves into grassroots, non-union organization entitled Blacks in Government.

This HEW case illustrates the complicated frustrations of black workers. Despite the rhetoric over change and diversity within the workplace, "progress toward racial income equality called 'still very slow.'"[14] But aside from income, but what about small, sustained exchanges whereby isolated and outnumbered black employees felt socially attacked? Few mechanisms existed to record such interactions without appearing petty or disruptive in the workplace since one single, small negative interaction was not sufficient to sustain a formal complaint. Offenders were ironically rewarded for delivering racism in bite-sized nuggets over a longer time period and the victim now had to prove "a compelling case of racism" before such a complaint to be officially validated. In other words, black federal workers inherited a working legacy that caused them to be very suspicious. This low-level paranoia speaks to the larger issue of power, investment and control within the federal ranks. While many black workers intuitively understand that they inherit a legacy of oppression – whereby black workers were exploited, and in some cases terminated – they were wary about being maltreated. Due to the high concentration of blacks in the lower grade levels, black workers never posed a threat to white workers in co-opting institutional control. Yet, many white supervisors were concerned about black federal employees still honoring their work commitments after the agency moved to the suburbs. Consider how the Postmaster General observed in a frank manner that "Postal buildings, such as bulk mail facilities and sectional centers, will be built in increasing numbers outside the city, in the suburbs, near the major airports and interstate highways. This has obvious advantages in terms of efficiency, but it also means we are moving away from the urban centers where most of our black employees live. Blacks have expressed concern about this. They see the Postal Service moving to the suburbs moving without them, like the whites have done."[15]

While many black employees received higher pay through their association with white unions, it placed existing "black" unions at a disadvantage in obtaining dues and financially thriving. The question became one of short-term gain for long term loss because the power dynamic and fundamental philosophy never changed, just shifted. In 1953 more than 2 million blacks were

[14] p.13, vol.8, no.3, Fair Employment Report

[15] "Minuses," Internal memorandum from Executive Assistant to the Postmaster General circa July 2, 1971, p.5.

members of unions, compared with 700,000 in 1938.[16] For many blacks, the union was key to economic survival. Where else could a black employee go if he or she felt they were subject to unfair treatment? Here, the federal government had proven that it was the leader on American race relations, yet it was compromised. Although all benefits, the dismantling of Jim Crow for example, were not the result of a bill sponsored by the House and voted upon by the Senate. It is important to take note that the Jim Crow era ended by result of private citizens taking litigious action based upon personal expense! Here is where blacks represented true democracy; when they decided to fight America in order to become American.

On March 27, 1970 at the Sonesta Hotel in Washington, D.C, a contentious exchange took place .[17] Just over one week earlier, an unprecedented strike of United States postal workers had started locally in New York among aggrieved laborers, but unexpectedly and without much in the way of prior planning, this job action began to spread like wildfires among similarly-situated postal workers across the nation. Among the participants in the "wildcat" strikes were African American postal workers. The scene at the Sonesta Hotel involved the attempt of the National Alliance of Postal and Federal Employees (NAPFE), an independent union of African American workers, to seek inclusion in the final resolution negotiations.

Yet, at the Sonesta Hotel, the only unions invited to negotiate with the government to bring about an amicable solution were craft unions that were also part of the American Federation of Labor – Congress of Industrial Organizations (AFL-CIO). Secretary of Labor George Schultz was leading a meeting with the leaders of postal unions in order to negotiate a resolution to the nation's first major postal strike. However, only those seven unions "officially" recognized by the government, were allowed to collectively bargain and represent the interests of their constituents. The confrontation at the beginning of this meeting revolved around leadership of both the NAPFE and the National Postal Union (NPU) seeking inclusion within the larger talks with the other unions. Would either, both or neither of these independent unions gain entry? To answer this question, we must look to the preceding chain of events, as the seeds for this conflict were planted well before this secret meeting was scheduled.

Studying black employment within the public sector is important especially in light of the fact that – currently – black employment rates within the public sector double those found within the

[16] Pamphlet: "Equal Job Opportunity is Good Business."

[17] *National Alliance*, Vol. 19, No. 4, April 1970, p.4; see also *id.*, Vol. 19, No. 5, May 1970, p.5. See ATTACHMENT "A." Also significant about this date is that PATCO began a major sick-out at many of the nation's key air traffic facilities.

private sector.[18] As the largest employer of blacks in the nation from 1962 – 1975,[19] the Post Office Department provided unprecedented opportunities for blacks to obtain stable incomes and feel secure in their pursuit of the proverbial "American Dream."[20]

Yet, the Post Office Department had to endure change. Succumbing and stumbling against aging equipment, inefficient process models and heavy debt, the Post Office Department *would* change in 1970 when it was reorganized along a corporate model called the United States Postal Service (USPS). But change came with an exciting proposition – labor would actually gain collective bargaining rights with the federal government – an unprecedented first. Yet, when the Post Office Department was reorganized on August 12, 1970 and officially became the USPS on July 1, 1971, a pressing question for many black postal workers was how exactly did they fit within the new reorganization plan?[21]

The following will explore whether black postal workers were viewed as integral contributors to the nation's critically important mail system, or whether they were marginalized in any way during a period whereby postal workers overall sustained an expansion of their workplace rights and compensation packages. Despite the appearance of unprecedented diversity within the public sector, the black laborers' struggle against marginalization has remained relatively constant. By looking at the largest employer of blacks in the country at that time, careful study of black postal employees during the period of the postal service's reorganization will illustrate how blacks had to constantly fight for every morsel of "progress."

The implication of this story is clear: if obtaining proper recognition was difficult at best for black postal workers who may have thought that USPS tended to be fairer than many private sector employers, then it raises intriguing questions over to what extent other groups of black workers had it just as bad or worse. Moreover, such a study suggests to us that in the midst of a period which many historians have suggested was marked by improvements in the lot of black workers (e.g., 1964 Civil Rights Act, 1965 Voting Rights Act, 1970s push for affirmative action), that in fact black workers were

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[18]The Equal Employment Opportunity Commission (EEOC) informs that Black employment rates in the public sector practically double those found in the private sector. See "Section A. Equal Opportunity in the Federal Work Force," as part of the Equal Employment Opportunity Commission's

Annual Report on the Federal Work Force, Fiscal Year 2004, n.d., <http://www.eeoc.gov/federal/fsp2004/section1a.html#1> (21 February 2007). The data shows that public sector participation rates for Black males outstrip those in the civilian labor force at a ratio of: 7.81% to 4.8%, while the ratio for Black females is even higher at 10.37% to 5.8%. See also Postmaster Lawrence O'Brien's comments at note 19, *infra*.

[19]See Bart Landry, *The New Black Middle Class*, (Berkeley: University of California Press, 1987), p.55 "blacks overrepresented in USPS"; Andrew Hacker, *Two Nations*, (New York: Scribners, 1992) "Blacks constitute 10% of total workforce, yet 25% of all postal clerks" – a statistic that is all the more remarkable given the smaller black population relative to whites.

[20]*National Alliance*, May 1971, Vol. 20, No. 5, p. 27. Quoting George E. Johnson, "Like many other blacks, I found the post office meant opportunity and a chance to get ahead. It has always been out front in offering equal employment opportunities to minority groups." Johnson as the lone black appointed to the USPS board of governors, is a self-made millionaire and CEO of Johnson Products Co., a manufacturer of hair products. Johnson also was a postal worker for a brief time twenty years before making this statement.

[21]Essentially, the substance of this query was raised by NAPFE District 2 President Alonzo A. Adams of Virginia Beach when he indicated that "the union was not averse to 'postal reform, but concerned about the manner in which reform has been inaugurated.'" See *Transcribed notes on National Alliance of Postal and Federal Employees Hearings, August 11, 1971, USPS Postmaster General Correspondence.*

struggling for every bit of ground they could gain and often encountered fierce resistance despite social proclamations of collective progress.

CHAPTER 6: A BIG Change Gets Underway

In December of 1970, General Services Administration (GSA) employee Clarence Brown was up for a promotion. Brown started working for the GSA in 1957 and climbed the ranks over the years to a GS-7 grade rating. After receiving a rating of "highly qualified," Brown thought he had a very good chance of obtaining a promotion to grade GS-9, especially in light of the fact that the last time he received a promotion was four years prior in 1966. Brown went up against two other white colleagues for the position and lost out on the promotion. Unsatisfied with the result, he filed a formal discrimination complaint with the internal GSA Equal Employment Opportunity Office. In response, Brown was quickly assured that other GS-9 positions for which he qualified would soon be available. Confident in his chances for promotion, Brown withdrew his complaint.[22]

Roughly half-a-year later in June of 1971, Brown was again recommended as "highly qualified" for a GS-9 position but lost out to one of two other white applicants recommended along with Brown for the position. After filing his second internal racial discrimination complaint in six months, Brown found himself in a quandary: The Regional Administrator's investigative report found no evidence of racial discrimination when Brown was rejected in favor of the other white candidate. Yet, the difficulty for Brown came in choosing what to trust: the formal findings or his personal feelings. After more than a decade of service in which, according to his superiors, he competently performed his duties, Brown openly expected to advance. While promotion was never guaranteed, it was certainly not uncommon for faithful, dedicated and qualified employees.

Additionally, Brown's rejections hearken back to a governmental practice employed in the 1940s where the top three applicants were required to submit personal photographs along with their promotion packages. This "rule of three" was decried by the NAACP and other civic organizations as unworkable due to its latitude for racial discrimination. Following the Brown incident, the NAACP successfully organized to stop this discriminatory federal employment practice after showing statistical data, which illustrated the overwhelming number of black candidates who were otherwise deemed qualified through their initial recommendations and promotion packages, but who were nonetheless rejected in favor of a "better" white candidate – who was equal in qualifications. Although acceding to the NAACP's demands, the government never admitted culpability in trying to purposely discriminate against black employees.

Hence, Brown's dilemma. Either Brown was rejected on the merits and had to consider how to improve his candidacy, or his rejection fit within a larger pattern of institutional discrimination. If it was the latter. He had to consider how to improve his advocacy. The problem with such advocacy for equity, as Brown was discovering, was in finding the problem itself – as was the case some thirty years earlier during the 1940s. While the government employed the "rule of three" practice, it was not viewed as discriminatory at the time, although it was later determined that indeed this was the case. If

[22] 425 U.S. 820, Clarence Brown, Petitioner, v. General Services Administration et al., 1976

Brown pursued the matter–the question was whether initial findings of "no discrimination" would eventually be reversed and if so, how long would it take?

The New Link between Equity, Education & Employment

Brown was not alone. Scores of other black federal employees also inhabited this "gray zone" wherein additional institutional policies and procedures fostered the belief that federal workplace environments were in fact better places to work and were less racially discriminatory than they were in the past. Yet, the daily routine of work still suggested that blacks were not fully recognized for their talents or contributions. As was the case with Brown, after four and a half years immobilized in the same position and pay grade, he was not convinced that "ability to perform" was the only factor that went into his rejections.

Like Brown, Margaret Bell was hired by the U.S. Post Office, during WWII. When many men were called to duty, and the doors to postal employment opened wide to women, many of whom were black. Her job, along with other women in the branch was to make and repair mail bags. Several years later, with no promotions and limited pay increases, basically "cost of living", her "white" male supervisor retired. She was then asked to serve as acting chief of the branch. She remained in that "acting" capacity for seventeen years without the benefit of the pay or official position of the former branch chief. Throughout those seventeen years, Bell performed the job of Branch Chief successfully and without complaint. In fact, she was praised time and again for her outstanding performance.

One morning, without warning, Bell's supervisor appeared in her office with a young white male in tow. He was introduced as the newly hired branch chief and told she was to train him. Needless-to-say, Bell was astonished and contacted the union. For the next five years, Bell fought for a promotion to the job she'd been performing for seventeen years. While she eventually prevailed, it was not without the years of intimidation, along with a cost to her health.

In the wake of unprecedented civil rights legislation in the mid-1960's, Historian James Tobin reflected on the attendant economic consequences on black Americans and observed that a "vigorously expanding economy with a steadily tight labor market will rapidly raise the position of the Negro, both absolutely and relatively. Fanned by such a climate, the host of specific measures to eliminate discrimination, improve education and training, provide housing and strengthen the family can yield substantial additional results." Yet, Tobin ominously intoned that such optimism would only be as sustained so long as it was "socially affordable:" "In a less beneficent economic climate, where jobs are short rather than men, the wars against racial inequality and poverty will be uphill battles, and some highly touted weapons may turn out to be dangerously futile."

Tobin's prophecy in many ways speaks to the struggles endured by federal workers like Brown and many others who, in spite of officially sanctioned victories for social change, had to reconcile having to wage a constant battle for dignity and respect within the workplace – especially where economic competition was the context. As the 1970s began, the proportion of blacks working for the

federal government jumped by a whopping 25% in merely one decade's time. It was a stunning reversal to see blacks over-represented in an industry of national import relative to their national population. Did civil rights legislation manifest to better enforce equal protection for blacks who were commonly excluded from such economic opportunities, courtesy of systematically enforced Jim Crow segregation?

Percent of Total Population and Federal Employment, 1910- 1970

Year	Negro Fed Employment (N, %);	Total Pop in US (N, %)
1940	25,753, 4.2%	12,865,518, 9.8%
1950	135,439, 9.3%	15,042,286, 10%
1960	212,432 11.7%	18,860,117, 10.6%
1970	389,355, 15%	22,672,580, 11.2%

In the post-civil rights era, the ever-shifting game for dignity and respect shifted contexts from the literal to the more abstract. Meaning, instead of the literal exclusion from public social space, whether it be a water fountain or a public pool, in having access to these facilities blacks now had to contend with the ramifications of such historical exclusion. For instance, although the Supreme Court found in *Brown v. Board* that segregated educational facilities were in fact, separate but unequal in 1954, in 1970, the harmful effects from generational under-education were still very much felt.

Typically, the higher paying white-collar positions were more dependent upon skills acquired from higher education. At a time when an unprecedented number of federal employment opportunities were finally provided (and protected) for, many black federal employees were simply unable to exploit them because their lack of educational training in the past prevented them from presenting as the best candidate in the present. For example, in 1970, only 6.9% of black federal employees had bachelor's degrees. When chronicling the historically low rates of black participation in the upper classification grades, it is not unsurprising when factoring into account that so few blacks had exposure to higher education and therefore started their career within the public sector with limited prospects.[i]

The U.S. Civil Service Commission researched the correlation between employee grade level and educational attainment and found that for both white and black employees, the median education level for upper grades GS 12-13 was a bachelor's degree while the median levels for elite grade GS 14-18 was graduate school.[ii] Thus, in discussing opportunities and barriers to black advancement within the federal workplace, the focus was no longer on the employer for erecting barriers, as the burden shifted to the employee who either did or did not have the requisite education to advance. Given the low rates at which blacks participated in higher education in the 1970s, low rates within higher pay grades were virtually guaranteed.

While the above speaks to reasons for low grade classifications for many African Americans in the federal sector, it does not address the few who had bachelor's degrees, but could not, or did not advance to the upper grade levels. For example, Marva Lewis, a GS-3 Clerk Typist, with excellent yearly evaluations, never advanced beyond a GS-4. Marva had a bachelor's degree in Business Administration.

Although discussions about discrimination started to shift the focus for agency responsibility for advancement of employees and away from historically systemic discriminatory agencies, many federal agencies were slow in valuing the higher education attained by those select few blacks who did persevere, i.e., the example cited in the previous paragraph. For white federal employees who had collegiate exposure, the median GS grade group was GS 9-11, whereas for black federal employees with collegiate exposure, across all federal agencies, the median GS grade group was GS 5-8.[iii] While a myriad of factors influence one's GS rating, such as experience, additional training, interpersonal relationships and the like, the fact that some white employees with the same educational background in a fairly rigid, clearly defined meritocratic federal system with "equal work for equal pay" as its mantra, can be advanced by as many as six paygrades over similarly situated black employees suggests race was a critical factor.

Edward C. Banfield also saw the problem as one of assimilation and predicted that over time, the black migrants and their children would improve their relative economic standing, just as previous groups of immigrants had.[iv] Yet, towards the end of the decade, the negative correlation between blacks and their higher education was so pronounced, that the National Urban League found that white high school drop outs had lower unemployment rates (22.3%) than black youth with college education (27.2%).[v] This high unemployment rate for black college graduates suggests strongly that race remained a significant factor in arresting black development above class and social status changes. While the aggregate numbers for black participation were rapidly changing, attitudes towards the employability of black workers were not keeping pace.

Government Studies and Offers Solutions

Labor history not only involves the stories behind the men and women who work so that their work will not be in vain, but it also involves the age-old story of money and its political influence. While statistical data strongly demonstrates that the federal government had changed rapidly in its demographic makeup from 1940 – 1970, the more prescient questions revolve around the substance and depth of such change.

Before the 70s decade began, NAACP labor director Herbert Hill testified on Capitol Hill and suggested that despite the cosmetic changes to the face of federal personnel, that the underlying discriminatory DNA remained unscathed and that minority exclusion from inner sanctums of financial and political gain was simply business as usual. Notes Hill: "The power to withhold or cancel lucrative government contracts is undoubtedly the most powerful single weapon that has existed for more than a quarter of a century to eliminate nationwide patterns of employment discrimination." Hill continues to explain that since 1941 when EO 8802 established this cancellation power, that not one single contract had been cancelled as of 1968, "although many major government contractors have been found guilty of engaging in a variety of discriminatory employment practices."[vi]

In studying the relationship between education and employment, the federal government found to both its chagrin and dismay that many of the other attendant problems associated with systemic discrimination outside of the workplace were severely limiting its ability to actually provide equal opportunity in the public sector. Clearly seeing the connection between the two, the government initiated several attempts to both understand and address this issue.

Right before the decade opened in 1969, the Department of Labor had its Manpower Policy Task Force conduct an analysis about employing disadvantaged workers. This analysis took the form of a study entitled "Employing the Disadvantaged in Federal Civil Service," which was tasked with exploring the availability of federal jobs to those having difficulty competing for eligible jobs. The underlying tension behind the report's impetus was that employing the disadvantaged not only conflicted with the federal government's desire to recruit the "best available" personnel, but it also challenged the idea of competitive selection based solely on merit: "The worker-trainee recruitment concept recognizes the need to bring the disadvantaged into employment on the basis of their potential rather than requiring proven achievement. The contribution of this approach will be limited as long as the current severe limits on new hiring exist. Even then, considering the low-level nature of the jobs involved, it remains to be seen whether the primary motivation is jobs for the disadvantaged or recruitment for unattractive jobs."[vii] Hence, the government's dilemma was that it wanted to make jobs open to new populations without completely abandoning its fundamental principles of merit and fair, transparent competition.

While the report does not adequately define "disadvantaged," logically included in this definition are black workers systematically discriminated against and prevented from participating freely within the "vigorously expanding economy." The Department of Labor, anticipating the "uphill battles" that Tobin foresaw, wanted to strategize on how best to make the most of its new predicament. On one hand, the DOL was being proactive in reaching out and supporting this previously disassociated community in the name of social justice. On the other hand, the DOL was anticipating how best to massage the problem of having additional job candidates that simply must receive more attention, thanks to the recent civil rights' legislation that opened the door that much wider to potential applicants.

Since the "federal government" is an aggregation of individual but related agencies run by individuals, often, nationally iterated principles of fair play were frustrated by individual biases. To this point, Patricia Taylor in an article entitled "Income Inequality in Federal Civilian Government" concludes that "when universalistic criteria must be applied according to the discretion of an individual decision maker, as is often the case in personnel actions, the evidence presented in this research suggests that what is called institutional discrimination may be an unexamined pretext for (individual) employer discrimination."[viii] Whether a manager held pre-conceived attitudes towards blacks that were all but further entrenched in the aftermath of the riots, which ravaged D.C., or whether managers saw the hiring of under-educated blacks as a disincentive due to the higher costs associated with their training, management of social relations, fostering esprit d'corps, or maintaining group dynamics, the end result was the same. Black federal employees, even those with advanced educations, were not seamlessly woven into the American tapestry.

Let's examine the case of Cora B., a devoured head of household who worked extremely hard to rise to the top of her classification series. However, the next level was unattainable without a bachelor's degree. Had it not been for a supervisor who recognized Cora's potential and fought to have the agency reinstate a failed program that was established to provide a college education to Black workers. The agency had all but abolished the program because employees selected to participate in it, either quit before completing the course work, or failed to maintain a C average. After learning that many of those selected for the program did not have high school diplomas, how were they expected to handle college courses, or was that really the agency's expectation?

Fast forward to Cora's completion of the program with a 3.89 GPA. With transcript in hand, she met with the agency's program administrator, who immediately showed disbelief that Cora had succeeded and was now looking forward to the promise of the program—the pot of gold at the end of the rainbow was to contain an immediate promotion, as well as the keys to opportunities for future advancements. However, Cora was woefully disappointed when the administrator told her that she'd get one promotion, and if she wanted future advancements, she would need to find another job in another agency. Thus, with the help of Blacks In Government friends and associates, Cora did just that. She made the move to another agency and secured her future.

The Manpower Report on Disadvantaged Workers profiles an attempt to better understand the incoming pool of job candidates from the black community who, despite having protected equal access in theory, still were matriculating from poverty-ravaged communities where the educational resources were inadequate for workforce implementation. Rejecting scores of these candidates outright perhaps presented a subtle, but delicate political issue. In the wake of ground-breaking equal protection legislation, rejecting large numbers of black candidates for jobs or keeping them sequestered in lower pay grades and denying them promotion opportunities due to lack of skill and appeal may not reflect favorably on an institution tasked with the challenge of providing every citizen a chance. The government commissioned a study to better understand the incoming population and created a job-training program to address deficiencies.

While the federal government could not fully control individual proprietorships who were "free to discriminate" among the public they would employ, in several instances it took the lead to show by example how to practice equity within the workplace. One such program was the Postal Academy Program. The Postal Academy was designed in late 1969, beginning January 1970, to provide basic education skills and job opportunities for disadvantaged high school dropouts and to give remedial help to potential postal employees who could not qualify for desired promotions. The program provided intensive training and education over a year and a half period, with the training conducted by postal employees. First, employees entered the Street Academy for four or more months to raise their academic performance to at least that of an eighth-grade level, after which they graduated to the Academy of Transition. The Academy of Transition had more advanced academic content with a goal of having students successfully passing the GED examination with the encouraged option of applying for employment within the Postal Service.

At its peak, the Postal Academy had seventeen academies in six major cities: Atlanta, Chicago, Detroit, Newark, San Francisco, and Washington, D.C., with a total enrollment of 1,644. However, the program was short-lived and discontinued after only a year and a half in June 1971 since its objective of upgrading lower-level postal employees was not met. Of the 1,644 total who enrolled in the program, 824 terminated before completion. Of those who terminated, 221 left the Academy early to enter the armed forces, re-enter school or

start work with another job, roughly one-third went on welfare while the rest amassed police records, Of the 809 active students, although 64 successfully obtained their GEDs, only eleven completed the program.[ix] With a cost of $3,900 per student, the rate of return was deemed too low to warrant further funding. Even with new, innovative federal programs designed to address such deficiencies, the total package of discriminatory deficiencies often proved too difficult for one program to rectify single-handedly.

Creating Additional Agency

After 1964 and 1965 civil rights legislation, it appeared that many whites working within the federal government took a literal approach to equality, meaning the legislation itself was proof of the solution. For many black federal workers, a more abstract approach was applied to equity. Black workers, like Clarence Brown, were not "satisfied" with being told that things were really equal now, and they wanted to experience it. Lives and careers were at stake. In Brown's case, he was set on vindicating his belief that racial discrimination factored into his rejection, and he exhausted all institutional remedies within the GSA by requesting a hearing before a complaint's examiner of the Civil Service Commission. More than two years after Brown's initial rejection for a promotion from GS-7 to GS-9, the examiner in February of 1973 not only found no evidence of racial discrimination but found that Brown did not advance because he was not "fully cooperative." The Director of Civil Rights for the CSC informed Brown in its final decision letter that he had the option of pursuing the matter further only by appealing to the CSC's Board of Appeals and Review or by filing suit in federal court. After exhausting his last appeal all the way up to the Supreme Court, Brown's case was rejected since one of his earlier appeals was deemed untimely. For Brown, this was an anti-climactic conclusion to a case that for him, was still not decided upon the merits of his original complaint.

Once again, Brown was not alone. Several other black federal workers who endured similar experiences were looking for more direct and immediate outlets for relief. After WWII, working in the federal government made plenty of sense from a practical standpoint; if one was going to wager on where to cast their lot, it would be with the federal representatives of the democratic leader of the free world. Yet, there was a correction lag; it would take roughly a decade before enough data was compiled from federal African American workers collectively to determine that discrimination was still ongoing. In the mid-fifties, the initial excitement of simply being employed for the government gave way to quiet concern about lack of promotion opportunities as it became more apparent in time that most blacks were relegated to the lower paying positions. Outside of the workplace, blacks collectively became more vocal about asserting their existence within the mainstream as the long Civil Rights struggle started to hit its popular stride.

For black federal workers, a corresponding rise in consciousness also occurred. More institutional structures were put in place to protect blacks from discrimination while on the job, which led to more gathering of information. Ironically, instead of merely "solving the negro problem," the problem grew only in the sense that more blacks discovered that there were more channels available to them to express and communicate what they had been feeling while at work. During the sixties, many black federal workers successfully rode the momentum building in the private sector and civilian life with the pinnacle serving as the Civil Rights Act and the Voting Rights Act. What the CRA and VRA meant for black federal workers was that the informal, ad hoc structure for recording and remedying racial discrimination was now fortified and supported by federal law. But in the seventies, the overt and obvious Jim Crow racism that dominated both the private and public sphere gave way to a more covert and institutional format.

Before, where it was largely communicated and understood on an individual level, now discrimination was more difficult to detect, distinguish and demolish. Plus, with the passage of time, a linear analysis overshadowed claims of racial discrimination, for in the vein of American progress, part of America's narrative

is that it is always improving. Part of the federal workforce is this ethos that – especially in the Cold War era – America can "get it done" and will get it done faster and more efficiently than any other foreign sovereign. The presumption is therefore by 1970, surely much has been done to eliminate discrimination in the modern era. But many black federal workers, both frustrated by their slower promotion rates, disparate pay and virtual non-existence in the upper management positions and perhaps emboldened by the public, mainstream victories, still decided to assert themselves, not content to celebrate their mere presence inside of the government. In other words, the United States government used statistical data to measure and grade how they dealt with diversity inside of the workplace.

Black federal workers continued with their grassroots push for better methodologies to record the complaint process because they were interested in becoming more than just a number, but were more interested in becoming three-dimensional persons who wanted to improve the quality of their work life. These black federal workers waged this quiet battle for dignity and respect in the midst of calamitous times. They continued to advocate for themselves both in concert with and in contrast to the masses who were being stamped with volatile and combustible reputations.

They also fought against the presumption that it was not okay for them to continue to advocate for themselves, as if doing so would betray ingratitude for the advancements that were made on their behalf. In an abstract sense, by seeking and creating new forms of grass-roots advocacy within established federal circles, many black employees were displaying initiative and employing critical thinking skills routinely rewarded within the private sector.

Even after the United States had demonstrated its power and principles in action by becoming the first nation to place a man on the moon in the decade prior, some government workers still found it difficult to fully invest into their careers and ultimately help more Americans. The story of Clarence Brown is but another common example that took the uncommon step of going all the way to the Supreme Court. More common were the stories of Ethel Keith, a black GS-5 nurse at NIH who was "placed in charge of two wings of the outpatient clinic, a job normally handled by one or two GS-9 nurses. She supervised six employees, sometimes including GS-9 nurses, for a year, yet is still being denied promotion to GS-6." Brown and Keith were not alone as Arthur Parks, a biological lab technician at NIH told a hearing board that most of the agency's 3,000 black employees are "suffocating in thankless, low-paying, dead-end jobs, without any real prospects of meaningful advancement."[x]

Now that the Civil Rights Era had produced ground-breaking legislation, the legislation itself served as proof that times were changing for the better. For others, the legislation was only as good as its implementation. By the time of the early to mid-1970s, many black federal employees were openly critiquing the shortcomings of newly established legislation. The cycle was that blacks would complain, pressure would amass and build and finally, blacks would receive some token of progress in exchange for their silence or continued political support. After a grace period, some (although usually less) blacks would challenge the existing status quo.

As a result of a federal court case, U.S. District Judge Barrington D. Parker found a "lingering policy of racism" inside of the Government Printing Office and said that "without remarkable exception, the higher-ranking, better-paying positions in the section are held by whites, while blacks are clustered around the lower-ranking and poorer-paying jobs." More interesting is that the GPO did not deny the validity of the statistical data that Judge Parker used to make his ruling, but argued that it was interpreted incorrectly, as the paucity of blacks in upper grade positions and concentration of blacks in lower grade positions did not reflect racial bias. Instead, the GPO argued that the data did not reflect racial discrimination in light of the fact that such numbers showed *an improvement* from previous employment levels. Relative to the past, the GPO may in fact have had accomplishments to laud. Relative to general standards of equity, Judge Parker felt otherwise – in fact, he

thought that the lack of representation of blacks in upper management positions was so consistent that "indeed, the number of them so employed suggests that they may be classified as an endangered species."[xi]

This is what makes the 1970 wildcat postal strike so fascinating. Many postal employees endured similar sleights and therefore took to the streets in an unprecedented wildcat strike that not only brought attention to their plight, but it also brought about substantial change. As a direct result of the postal workers' advocacy, the Postal Department refashioned itself as the United States Postal Service and was able to collectively bargain with the federal government as an independent agency. While the USPS provides a successful model of federal worker advocacy, it is still unique. Not all government workers bonded together in quite the same way since the federal government is comprised of several different agencies. It was more difficult for government workers to create an esprit de corps across agency lines, for despite having undergone significant change, there was still impetus to make additional change.

But what about those black government workers who did not benefit from a specific and separate union like the post office? Would workers like Clarence Brown forever be isolated on islands of despair? Some black workers, not content to make peace with mediocrity, looked for ways to protect their right to advocacy and saw it necessary to form the national organization, Blacks in Government.

Blacks in Government was formed a full decade after the ground-breaking civil rights legislation was introduced. The fact of its formation is very instructive in the dilemma facing many black professionals. Theoretically there is a provision and a mechanism for identifying and rectifying racial disputes within the workplace. Yet, the desire to create a national system for networking information persisted. If the so-called needs of black federal workers were met with the landmark civil rights legislation, then the continued push for black group identity preservation is indicative of the larger issue of black acceptance.

As the luster of Civil Rights legislation began to fade, black federal employees as a matter of strategy saw collective membership as a more direct and immediate solution to their labor issues. While the federal government indeed had machinery in place to investigate and address racism and discrimination within the workplace, such machinery was still evolving and was inefficient if not downright ineffective. Five black federal workers in 1975 after sharing personal stories decided to form a support group for each other. The group started off under duress and did not feel comfortable meeting out in open spaces for fear of retaliation or isolation for being too separatist. Three males and two females held the original meeting on December 4, 1975. BIG's aim was to create a space for blacks to exist.[xii]

One of the founders of BIG was Pat Daughtry of the Infantry Division of the U.S. Army, also known as the Buffalo Soldiers, "How dare they draft me and force me to go into a war when I was living in D.C. and had to go to segregated schools…I was fighting two evils, the Nazis in Germany and my own country that was doing the same kind of things." He went on to become the first African-American to serve on the board of Education for MCPS in 1970.[xiii] While at USPHS, he focused on servicing the underserved, rural and urban poor communities, coal miners, migrant workers and incarcerated individuals, receiving the USPHS' "Administrator's Award for Excellence."

Reagan announced intention to reduce the federal workforce by 75,000, but sensitive to perception still sent a letter to BIG stating that it was not targeted towards them.[xiv]

Sam Brown, Director ACTION Agency testified before Congress in 1980 that "we have been concerned with the lack of staffing at EEOC to handle discrimination complaints. It is not to be critical of them, but it is the result of a shortage of staffing. The cases drag on at great length and the result is that those people who might appeal and have a legitimate appeal are discouraged from doing so because the resolution takes so long that

there just seems to be little hope of obtaining redress in any reasonable time." As their numbers grew and more time passed without satisfactory results, the more active blacks became and grew in their agency.

CHAPTER 7: BIG ACCOMPLISHMENTS

Since its inception, Blacks In Government has worked to represent the interests of Black government employees in the Congress, at the White House, with the national media, and through coalitions with other national organizations. Specifically, BIG has:

- Testified before the U. S. House of Representatives Subcommittee on Employment Opportunities and expressed our conscience and convictions concerning the need for affirmative action to close the underrepresentation cap in various job classifications.
- Met at the White House with Department heads and White House Officials, to protest the disproportionate impact of the RIF in government agencies on Black employment, and present positions on equal employment opportunity, performance appraisals, and employee rights and protections.
- Produced an employee development kit. Entitled “Winning Ways”, the kit is designed to help protect against discriminatory actions in the workplace. The materials include fact sheets and audiotapes on such topics as “Coping with Discrimination in the Workplace”, “Class Action as a Tool for Change”, “Making your Appraisal Work for You”, and “Getting That Promotion”. The kit was used in a nationwide campaign to increase the level of knowledge government employees have about the rules affecting their work environment. It reminds employees that the achievement of individual excellence may require them to work not just harder, but smarter. Working smart means being able to influence the work environment rather than being victimized by it.
- Promotes Voter Education and Registration. BIG actively participated in “Operation BIG Vote”, a nationwide campaign to educate Backs and other citizens in their rights and responsibilities in the national, state and local electoral process.
- Called for the transfer of the discrimination complaints processing function from Federal agencies to a separate, independent agency. It cited a study which indicated that complaints were hopelessly backlogged in Federal agencies and that there was an inherent conflict-of-interest in having federal managers process complaints against their own agencies. The study indicated that most agencies were giving the complaints processing function low priority and insufficient funding and resources. BIG maintained that effective equal opportunity enforcement meant a workable system that decides cases in a timely and equitable fashion.

Highlights of Additional Activities

While not all inclusive, the following are just a few important activities of BIG through the years.

- August 1995—Published a report to the White House and the Congress of the United States entitled “Affirmative Action and Beyond
- May 1997—Published a Report to the White House and the Congress of the United States entitled “Report on Racism and Disparate Treatment in the Public Sector

- May 2002—Celebrated the acquisition of new BIG Headquarters building
- January 2004—BIG was approved as a Recognized Employee Organization for Training by the of the Treasury/Internal Revenue Services
- January 2004—BIG participated in the NAACP Federal Sector Task Force EEO Summit IV, at Georgetown University, Washington, D.C.
- March 2004—BIG convened its (BIG) Discrimination Summit in Washington, D.C.
- April 2004—Convened the National Coalition for Equity in Public Service (NCEPS) Diversity Summit in Washington, D.C.
- June 2004—BIG received notification of participation in the Combined Federal Campaign
- August 2006—Participated in the Status of Health Disparities in the African American Community in New York City, N.Y.
- April 2008—BIG responded to OPM's Proposed Rules posted on the Federal Register with regards to the Elimination of Time in Grade Restrictions

BIG PROGRAMS

Major programs by which Blacks In Government seeks to accomplish its objectives are described below:

- **Agency Compliance and Review:** This program is designed to monitor affirmative action efforts of agencies/employers in key employment areas of concern to Black government employees to include: rates of hiring, firing, training, assignments and details, distribution of authority and responsibility, adverse actions, awards, merit pay and disciplinary actions. Focus is made on reviewing agencies at the national level to determine where, if any, an imbalance or absence of Blacks may exist in their work force. Agencies showing such an absence or imbalance are targeted for monitoring to ensure they are in compliance with equal employment opportunity (EEO) regulations, directives and laws.

- **Affirmative Employment/Equal Employment Opportunity (AE/EEO):** The AE/EEO program offers programs to address issues of employment discrimination raised by BIG members. As one of BIG's Standing Committees, its members review/monitor federal agencies annual EEO Program Status Reports to the EEO Commission to ensure compliance with EEO Management Directive 715 and the goal of achieving a Model EEO Program, and provide statistical feedback to the organization on the status of Black government employees in all areas noted on the annual Federal Equal Opportunity Recruitment Program Report. The Committee also monitors all matters pertaining to affirmative action and assist in developing BIG's position on any legislation or regulations impacting the advancement and employment opportunities of Blacks in government.

- **Attorney Assistance Program:** This program provides a one-time $1000 assistance to BIG members who need to retain legal counsel to address adverse employment actions based on race or color.

Individuals are often unprepared to respond to acts of discrimination in the workplace, they don't have the necessary financial resources to litigate their complaint. This program is used in conjunction with BIG's Attorney Referral Service. BIG's Legal Review Committee is responsible for implementing this program.

- **Attorney Referral Service:** One of the greatest obstacles to winning a discrimination case is finding a good lawyer. Locating an affordable, experienced attorney is a major problem. BIG has compiled a list of employment discrimination law attorneys that have been recommended by BIG members. The BIG Legal Review Committee is responsible for implementing this activity.

- **BIG Bulletin/BIG Reporter/Marketing:** These activities are implemented by the Communications/Public Relations Committee for the purpose of providing information and/or updates on organizational activities or initiatives. This committee also plans, develops and implements appropriate communications and public relations activities at the national, regional, and local levels to promote awareness of Blacks In Government, its programs, concerns and accomplishments. BIG's marketing activities also promotes BIG's role as a participant in the public dialogue that contributes to the resolution of issues of concern to the organization and to the African American community.

- **National Health & Wellness Program:** This program promotes efforts to educate, improve and address health concerns affecting African Americans, and generates greater interest in the health status of African Americans. The National Health Initiative Committee administers this program.

- **Complaint Advisors and Assistance Program:** This program trains BIG members to help other members and potential members fight discrimination in the workplace. Specifically, members are trained to advise and counsel government workers on how to win their EEO cases under CFR 29, Section 1614, which is the federal government's primary vehicle for resolving discrimination complaints. The program is under the auspices of the Affirmative Employment/Equal Employment Opportunity (AE/EEO) Committee.

- **Conference Registration Assistance:** This program offers free registration for attending the Annual National Training Conference, now known as the National Training Institute. One member per chapter, who meet selection criteria designated by the National Organization is provided free entry to conference activities. When first established, the program only offered four registrations per region, who met selection criteria designated by the Region.

- **Discrimination Awareness Program (BIG-DAP):** Another responsibility of the AE/EEO Committee is the BIG-DAP which allows members to discuss charges of adverse, disparate and inappropriate treatment toward them as minorities in the workplace and provides documentary evidence of adverse impact and disparate treatment in the workplace. These charges and documentary evidence are presented during a Discrimination Awareness Forum (DAF). The DAP allows BIG to work with agencies to develop strategies and plans to address issues and concerns of minority employees. It also provides preventive maintenance strategies and awareness against current public policy that may lead to discriminatory practices.

- **Information Super-Highway Student Competition (now known as STEM – Science, Technology, Engineering and Math):** In an effort to generate greater interest in computer sciences, BIG sponsors a Student Competition program for students. The competition provides students the opportunity to develop their computer skills and demonstrate their expertise and creativity on the information superhighway. The National Program and Planning Committee is responsible for administering this program.

- **Legal Review Program:** This program provides: accurate and timely legal information in response to members' inquires; comprehensive review of legal decisions involving policy interpretations affecting Black government employees; develops comprehensive and effective strategies to define

  BIG's legal review disposition and direction; provides accurate and comprehensive legal research regarding BIG's initiatives and special projects; provides incentives for Black law students to practice public sector employment discrimination thereby enhancing the ability of BIG members to obtain quality legal representation; equips public sector employment discrimination attorneys with the tools they need to effectively practice law, thereby enhancing the ability of BIG members to obtain quality legal representation; and provides for a mechanism through which BIG members can educate themselves regarding various legal matters. The Legal Review Committee administers this program.

- **Legislative Review:** Current House and Senate legislative policies and future initiatives that affect public servants at the Federal, State and Local levels are reviewed on a regular basis and reported to BIG Leadership and members. Expert knowledge and advice is provided on matters of public policy, i.e., employment discrimination, privatization, contracting out, and affirmation action. The Legislative Review Committee is responsible for implementing this program.

- **Memorial Wall Program:** Formal recognition of deceased members occurs during the National Training Conference. Regions and chapters submit names of deceased members who have passed since the previous National Training Conference (now known as the National Training Institute). The names of deceased members are memorialized and placed in the national archives of BIG.

- **Monetary Assistance Program (MAP):** To help chapters conduct meaningful programs in support of BIG's objectives, BIG provides financial support, when requested, through MAP. This program provides funds for chapters or regions for any activities relatable to the BIG objectives. Applicants must clearly show how the project relates to a specific objective and how it promotes BIG.

- **National Training Conference (Now known as the National Training Institute or NTI):** Endorsed by federal, state, and local government agencies around the country as authorized government training, the NTI is a unique training experience. It is a major program activity that affords the organization the opportunity to make optimum use of its nationwide membership base as diversity of talent. Each year, BIG brings together nationally renowned experts, policy makers, and administrators, as well as grass-roots leaders to address critical issues of the day that affect government workers in the workplace and community. Workshops, plenary sessions, forums, and special emphasis programs provide an opportunity for conference participants to receive information in a dynamic and interactive environment. The Conference Planning Committee is responsible for planning and implementing this activity.

- **Darlene Young Leadership Academy (DYLA):** The DYLA is a competency-based leadership development program designed to develop future public service leaders through providing assessment, experiential learning and individualized development opportunities. The DYLA is a joint effort between Blacks In Government and the Morgan State University. The program objectives include team building, leadership development, reflective peer coaching for leaders, leadership values and vision, leadership dialogue, and experimental learning teams. DYLA is designed to build a network of BIG professional leaders. The program is based on the Office of Personnel Management's Executive Core Qualifications guide. DYLA graduates receive certification of completion from the Morgan State University.

Chapter 8: NATIONAL PRESIDENTS

Ms. Ramona McCarthy Hawkins

Mr. Lonis Ballard

Mr. Thomas Jenkins

Ms. Mildred Goodman

Mr. James Rogers

Ms. Rubye Fields

Mr. Marion Bowden

Mr. Oscar Eason, Jr.

Mr. Gerald R. Reed

Mr. Gregg Reeves

Ms. Darlene H. Young

Mr. J. David Reeves

Ms. Darlene H. Young (2nd Term)

Dr. Doris P. Sartor

-

DISTINGUISED SERVICE HALL OF FAME

AWARD RECIPIENTS

2009

Honorable Oscar Eason, Jr. *
Honorable Ramona McCarthy Hawkins *
Honorable Gerald R. Reed
Honorable Thomas M. Walton *

2010

Honorable Julius Crouch *
Honorable Rubye Fields *
Honorable Lamont Johnson
Honorable Toni Martin
Honorable Gregg Reeves

2011

Honorable Jacque Ballard
Honorable C. Jacquie Beatty-Sammons
Honorable Deborah Dawkins *
Honorable Dr. Doris P. Sartor
Honorable Faye Stewart

2012

Honorable Melvin Davis
Honorable Ellen G. Dyson
Honorable Mary Peoples
Honorable Leonard T. Stone
Honorable Darlene H. Young

2013

Honorable Ramsey Alexander, Jr.
Honorable Gary L. Blackmon
Honorable Beverly B. Johnson
Honorable Marion L. Stevens *

2014

Honorable Alma Garlington
Honorable David Groves
Honorable Felicia Shingler
Honorable Mary K. Thomas
Honorable Oscar Williams, Jr.

2015

Honorable Lillian M. Barnett
Honorable Alter L. Cochran
Honorable J. David Reeves
Honorable Terrance Williams
Honorable Anthony Rhodes

2016

Honorable Hazel Calhoun Hays
Honorable Farnese J. Hicks
Honorable Trekeshelia Britton Powell

2017

Honorable Phillip B. Atwell
Honorable Dr. Hezekiah Braxton, III
Honorable Norma J. Samuel

2018

Honorable Cassandra Jones *
Honorable Shirley A. Jones, Esq.

NOTE: All BIG Founders were inducted into the DSOF

***Deceased Members**

Photo Gallery of BIG Past Officers

Blacks In Government Leaders

1981 OFFICERS

1981 National BIG Officers – Seated (l-r): Rubye S. Fields, Audrey Harvey, Merlene Bagley, and Shirley Fairley; Standing (l-r): Norman R. Seay, William McKissick, Diana P. Cherry, Lonis C. Ballard, and Charles W. Day. (Not pictured: Delois Peay)

1983 National Officers

Seated left to right: Thomas O. Jenkins, Mildred Goodman, Rudy Fields Standing left to right: Howard Erwin, Charles Thompson, Regina J. Hairston Douglas Sands, Lucious Johnson, Peter Wells.

Past Officers

Past Officers-continued

Past Officers-continued

IN MEMORY OF

THOSE WHO HAVE FAUGHT THE FIGHT FOR JUSTICE AND EUALITY. THEIR SACRIFICES WILL NEVER BE FORGOTTEN.

As We Look Back

As we look back over time
We find ourselves wondering …..
Did we remember to thank you enough
For all you have done for us?
For all the times you were by our sides
To help and support us …..
To celebrate our successes
To understand our problems
And accept our defeats?
Or for teaching us by your example,
The value of hard work, good judgement,
Courage and integrity?
We wonder if we ever thanked you
For the sacrifices you made.
To let us have the very best?
And for the simple things
Like laughter, smiles and times we shared?
If we have forgotten to show our
Gratitude enough for all the things you did,
We're thanking you now.
And we are hoping you knew all along,
How much you meant to us.

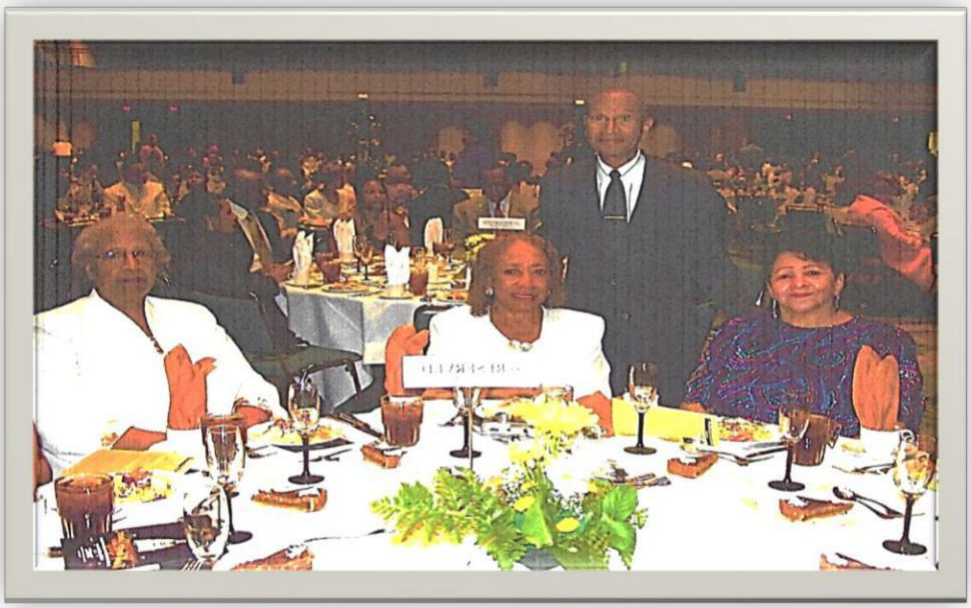
BIG In Action

BIG Exhibit at the BIG Health Booth

I

Atlanta Metro Chapter Scholarship Banquet

2009—Honorable Darlene H. Young, BIG National President, then Senator Barack Obama, and Honorable Dr. Doris P. Sartor, BIG National Executive Vice President

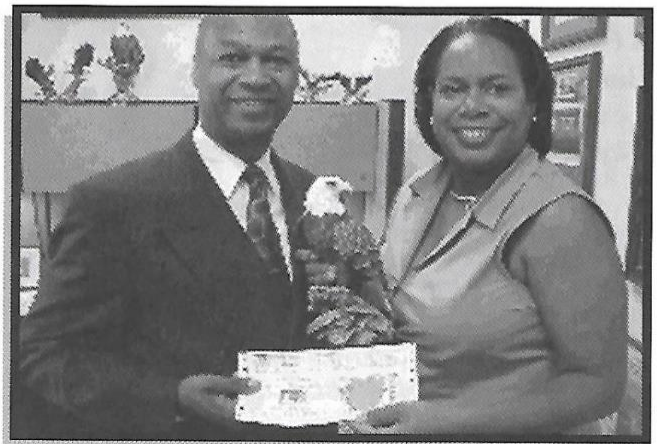


Honorable Fields, Honorable Hays, Honorable Eason (standing) & Honorable McCarthy-Hawkins at BIG's Closing Plenary/Awards Banquet

From left to right: Andrea Lewis, Interim Vice President, Institutional Advancement, Morris Brown College; Abe Joseph, Jr., BIG National Treasurer; C. Jacquie Beatty, BIG Board member, Region IV; Shirley Holmes, CDC Chapter member, Region IV Communication & Public Relation Chair

Our Leadership Is Committed to the Task

In the photo, Chair of the Board of Directors, Farrell Chiles, is receiving an Eagle Award for making a Combined Federal Campaign (CFC) contribution of over $1,000.00. Mr. Chiles designated his total CFC contribution to Blacks In Government. Accepting the CFC pledge form is Ms. Kim Davis, Orange County Combined Federal Campaign Manager



BIG ARTIFACTS

BIG NTC's/NTI

Influential Keynote Speakers

The following influential individuals attended and presented at one of our Opening or Closing Plenary NTC/NTI Sessions:

Congressman William J. Jefferson	Opening Keynote Speaker
Congressman Harold Eugene Ford, Jr.	Closing Keynote Speaker
Congressman Charles Rangel	Opening Keynote Speaker
Congresswomen Stephanie Tubbs-Jones	Closing Keynote Speaker
Reverend Walter E. Fauntroy	Opening Plenary Speaker
Patricia Russell-McCloud, J.D.	Closing Plenary Speaker
Mayor Marcia W. Glenn	Closing Plenary Speaker
Brigadier General Remo Butler	Closing Plenary Speaker
Benjamin Hooks, Former FCC & NAACP Director	Keynote Remarks, BIG' 911 Memorial Tribute
Honorable Stephen A. Perry 1st African American Administrator of The U.S. General Services Administration	Keynote Speaker, GSA Agency Forum
Honorable Judge Gregg Mathis	Opening Plenary Speaker
Honorable Dr. Joycelyn Elders, Former U.S. Surgeon General	Keynote Speaker, National Health Day
Honorable Maxine Waters, Congresswoman	Keynote Speaker, Election Reform Town Hall
Honorable Jesse L. Jackson, Jr.	Opening Plenary Speaker
Martin Luther King, III, CEO SCLC Reverend Al Sharpton, CEO, NAN	Keynote Speakers, "Foot Soldiers for Justice" Town Hall
General Colin Powell, USA Retired Honorable John Lewis, Congressman Honorable Susan Rice, Asst. Secretary for African Affairs Honorable Dr. David Satcher, U.S. Surgeon General	Closing Plenary Remarks

BIG Artifacts

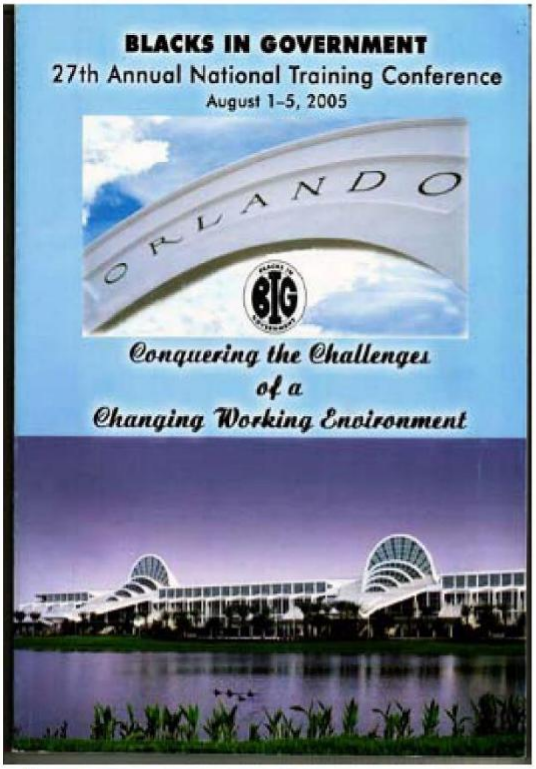
FIRST NATIONAL

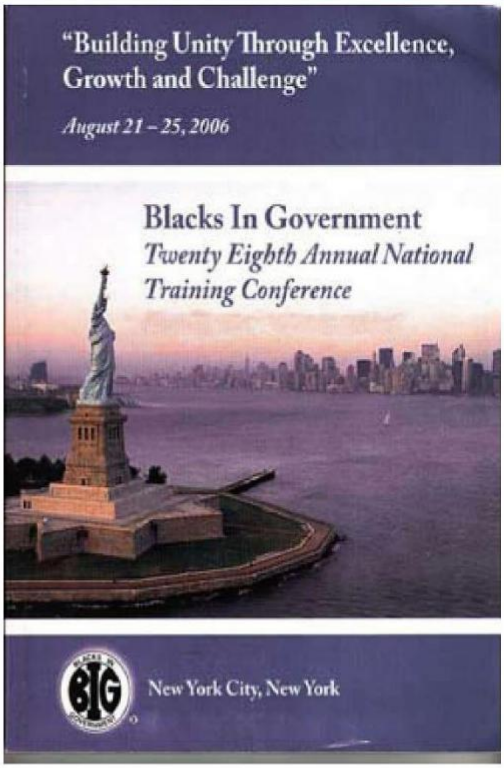
CONFERENCE

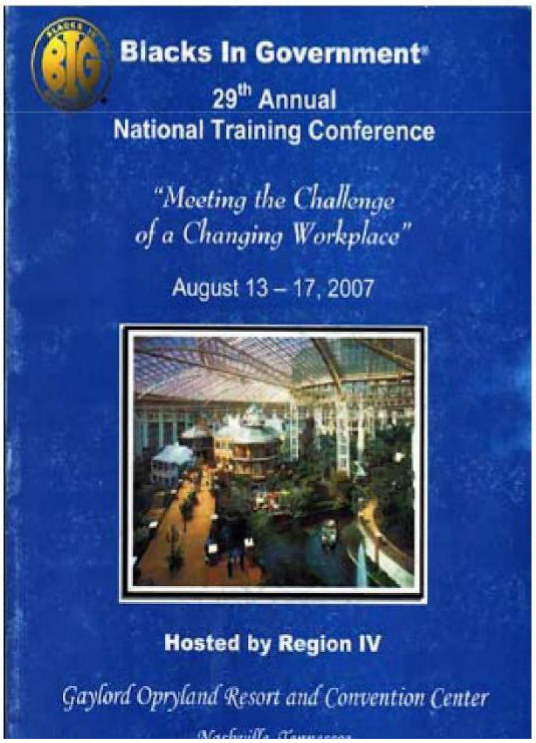
"Unite for Action"

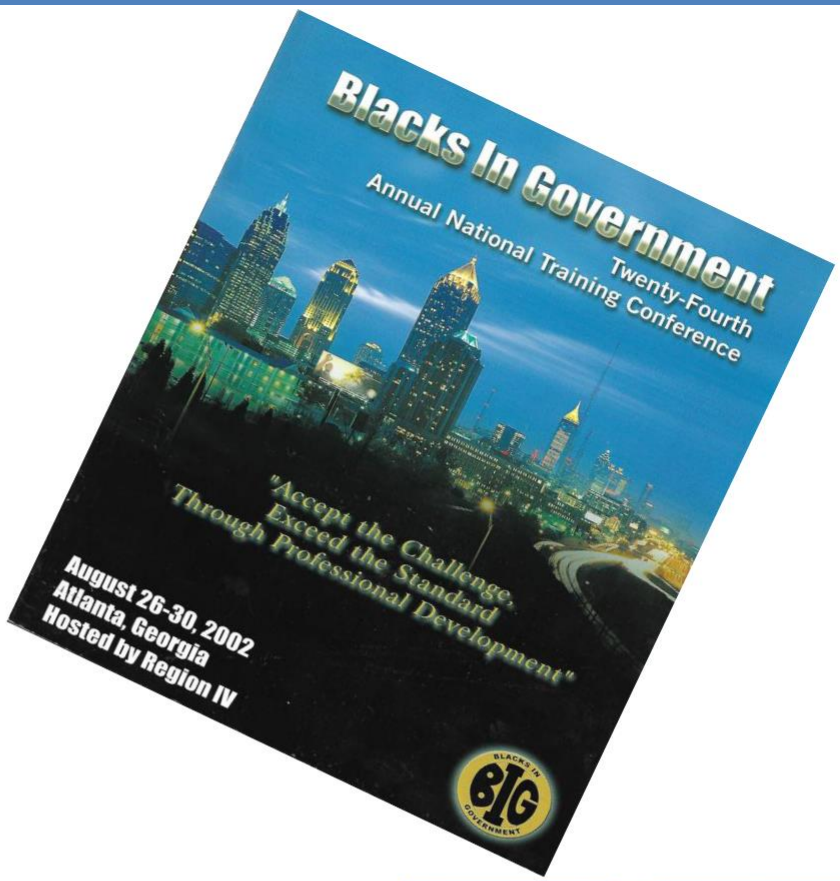
Washington, D. C. **October 18-20, 1979**

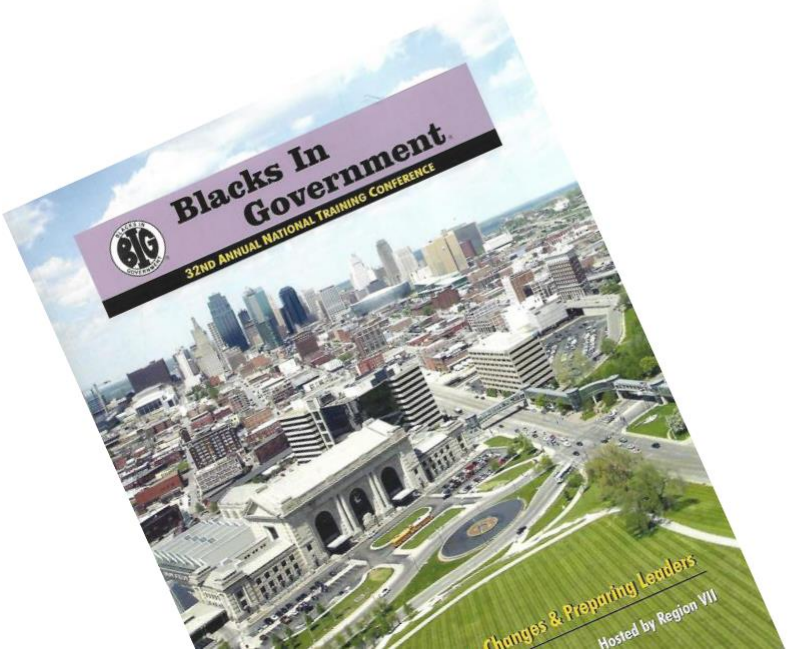
Artifacts

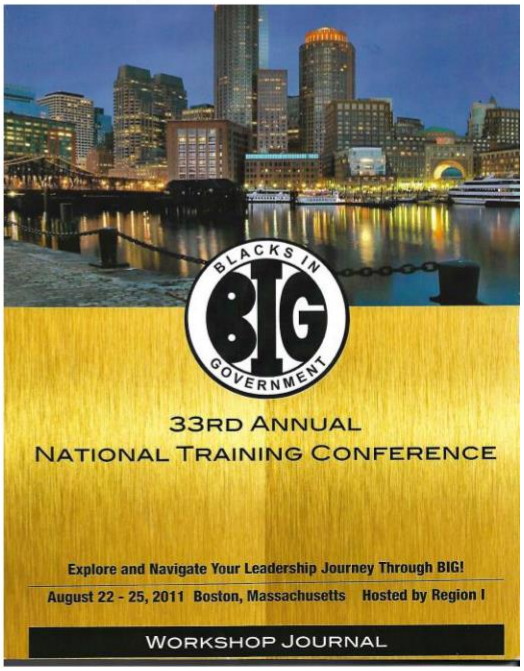

BLACKS IN GOVERNMENT
27th Annual National Training Conference
August 1-5, 2005
ORLANDO
Conquering the Challenges
of a
Changing Working Environment


"Building Unity Through Excellence, Growth and Challenge"
August 21 – 25, 2006
Blacks In Government
Twenty Eighth Annual National Training Conference
New York City, New York


Blacks In Government
29th Annual
National Training Conference
"Meeting the Challenge of a Changing Workplace"
August 13 – 17, 2007
Hosted by Region IV
Gaylord Opryland Resort and Convention Center

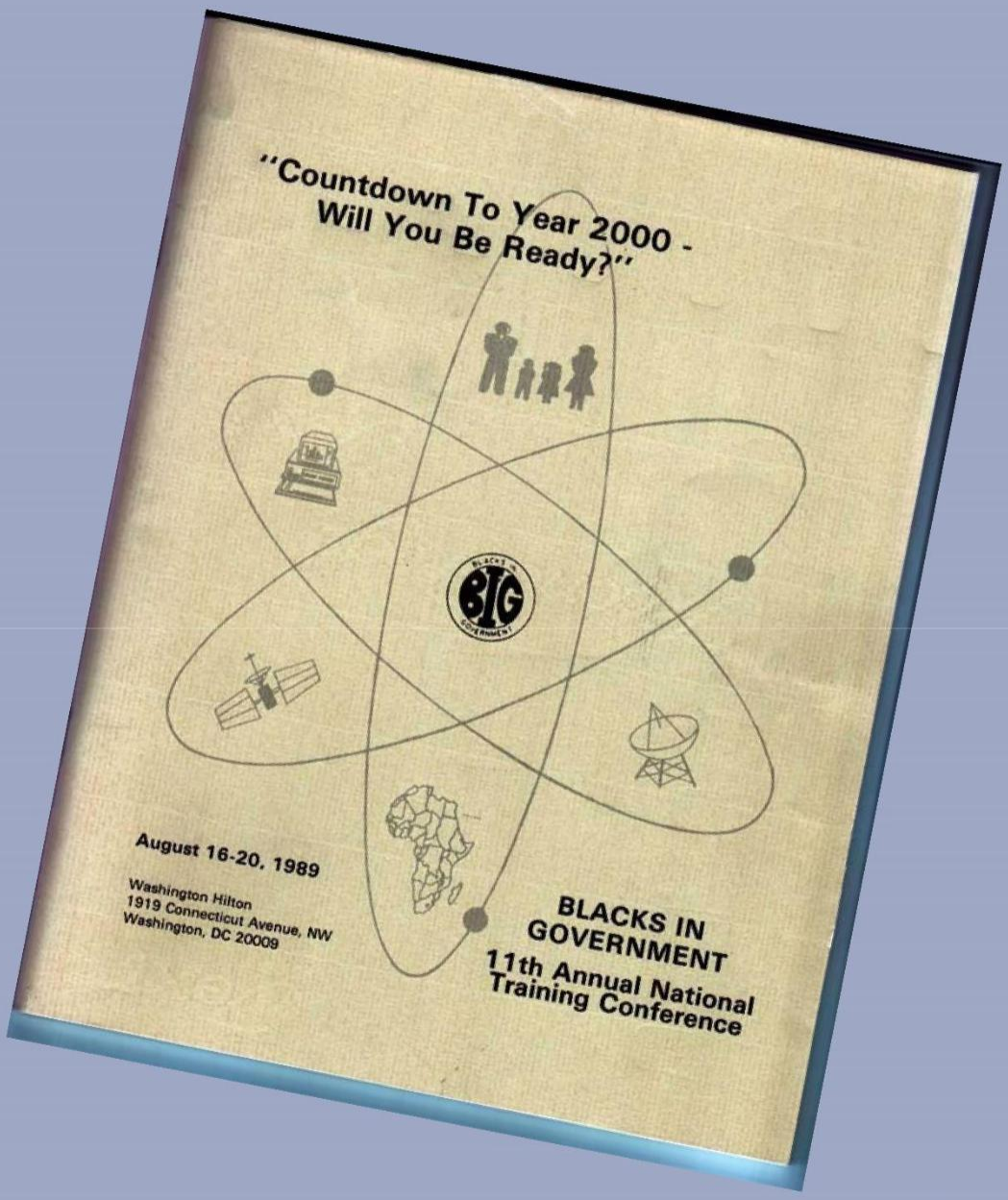

Blacks In Government
Twenty-Fourth
Annual National Training Conference
"Accept the Challenge,
Exceed the Standard
Through Professional Development"
August 26-30, 2002
Atlanta, Georgia
Hosted by Region IV
BLACKS IN BIG GOVERNMENT


Blacks In Government
32ND ANNUAL NATIONAL TRAINING CONFERENCE
Changes & Preparing Leaders
Hosted by Region VII

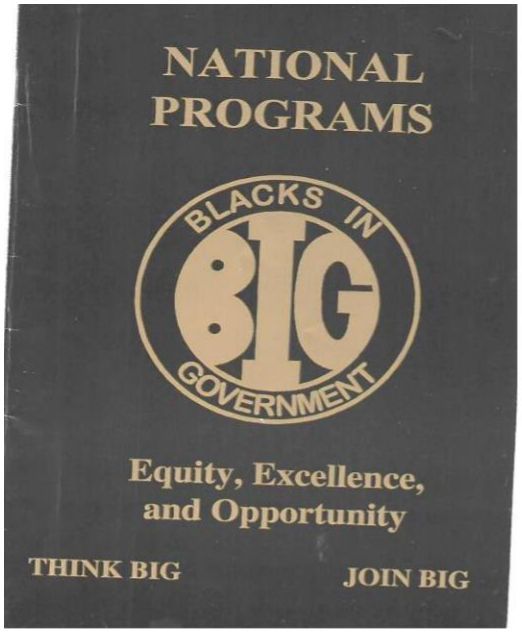

BLACKS IN BIG GOVERNMENT
33RD ANNUAL
NATIONAL TRAINING CONFERENCE
Explore and Navigate Your Leadership Journey Through BIG!
August 22 - 25, 2011 Boston, Massachusetts Hosted by Region I
WORKSHOP JOURNAL

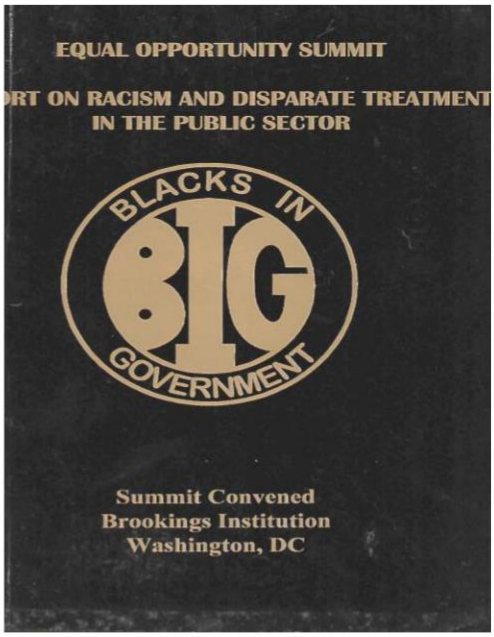
BIG® History

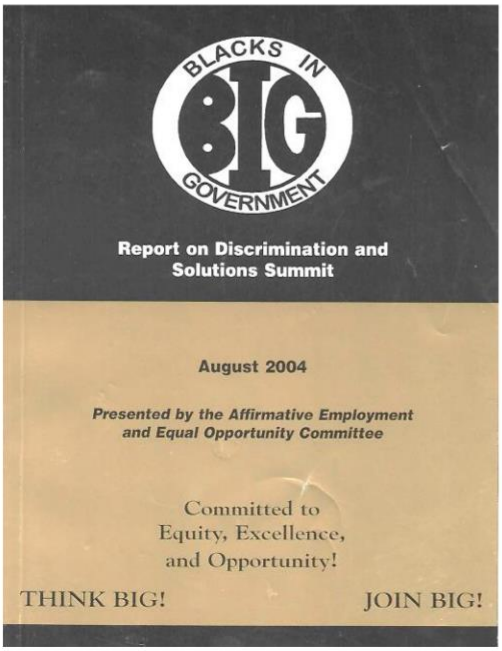
NTC Journals and Past President's Letters

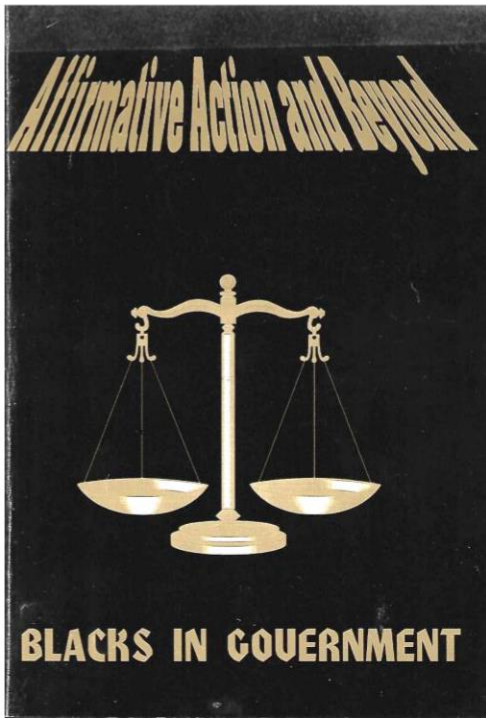


Artifacts


NATIONAL PROGRAMS
BLACKS IN BIG GOVERNMENT
Equity, Excellence, and Opportunity
THINK BIG
JOIN BIG

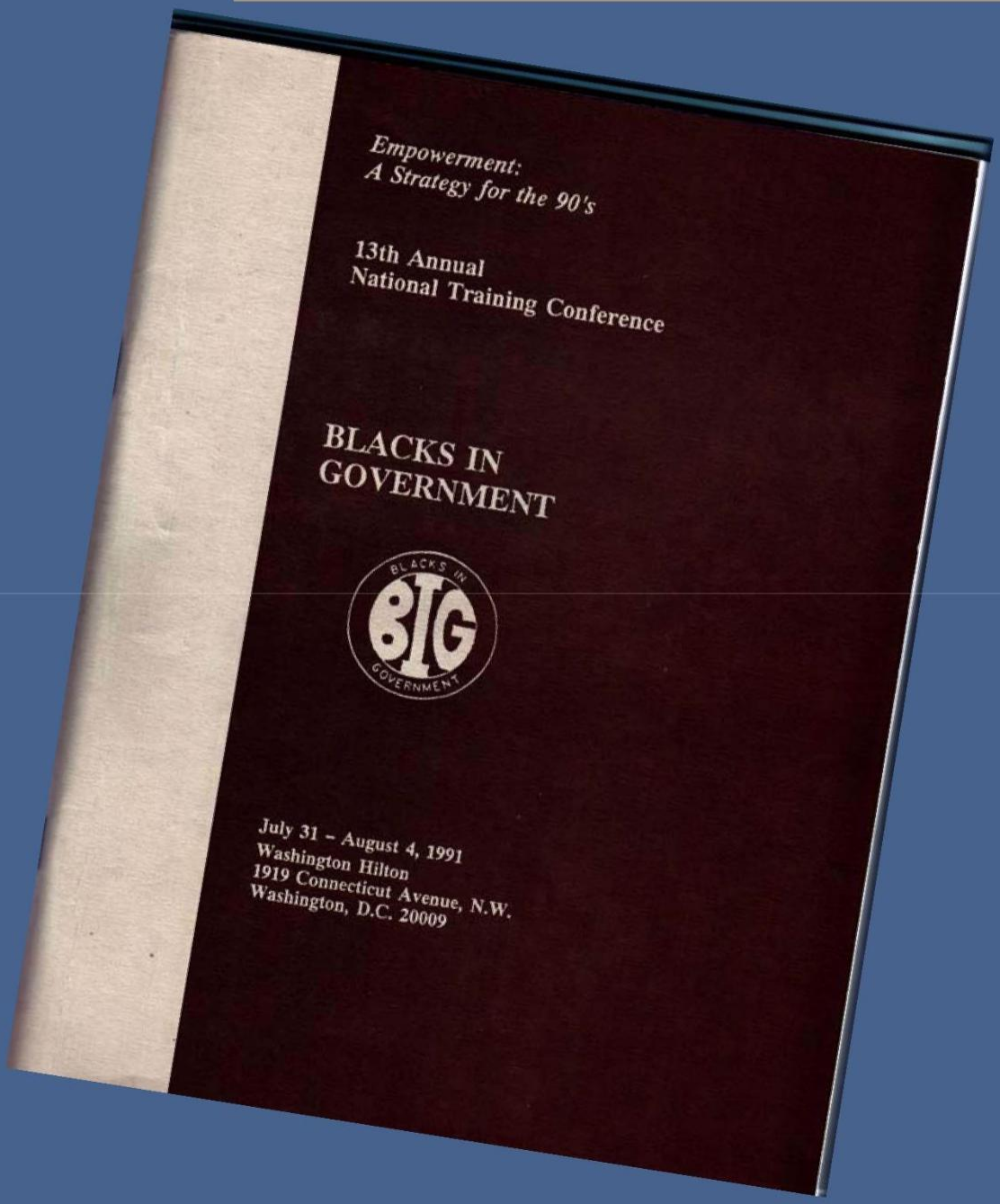

EQUAL OPPORTUNITY SUMMIT
ORT ON RACISM AND DISPARATE TREATMENT
IN THE PUBLIC SECTOR
BLACKS IN BIG GOVERNMENT
Summit Convened
Brookings Institution
Washington, DC


BLACKS IN BIG GOVERNMENT
Report on Discrimination and Solutions Summit
August 2004
Presented by the Affirmative Employment and Equal Opportunity Committee
Committed to Equity, Excellence, and Opportunity!
THINK BIG!
JOIN BIG!


Affirmative Action and Beyond
BLACKS IN GOVERNMENT

BIG® History

NTC Journals and Past President's Letters



BIG NEWS PUBLICATIONS VOLUMES 1 AND 2

BIG NEWS
BLACKS IN GOVERNMENT, INC.
Volume 2 – Number 1 May 1981

President's Perspective

There is an ancient oriental language, in which the word "crisis" is composed by two characters – one meaning 'opportunity' and the other, 'action'.

This unique concept should give Blacks in Government the cue for an approach to its crisis of the 80s – the proposed reduction of the government work force.

By taking the position of transforming what appears to be adversity into a platform for remedial action as well as a springboard for advancement, our organization is confronted with the irresistible challenge to mobilize efforts and energies into positive actions. It presents the opportunity to command recognition for the invaluable national services of Blacks, to consolidate and secure gains attained over the years, and to set the stages for advancement in the future.

To accomplish this mission, Blacks In Government must anchor its position on solidarity. Support for our organization as the instrument and institution for change and progress among Blacks in Government must be positive and dedicated. Increases in membership affiliation and organizational participation is imperative.

It is my personal ambition, as national president, to ensure that Blacks In Government is equipped to achieve its goals, and I take this opportunity to call on all members and officers, at all levels – national, regional and local – to join in the massive mobilization for progress that is now required to meet the challenges of this decade.

BIG Charges Imbalance in Federal Personnel Cuts

In testimony on Capitol Hill, BIG president Lonis Ballard charged the Reagan Administration with having forgotten Federal employees in its eagerness to reduce inflation and unemployment.

Ballard indicated his support of the Administration's goals, but stopped short of endorsing the overall economic recovery program.

"BIG shares the Administration's goal of increasing the efficiency and responsiveness of Federal programs and services," said Ballard, "however we cannot ignore the fact that the drastic reductions in personnel and readjustments in compensation to present employees and retirees called for by President Reagan are likely to have a disproportionate impact on racial and ethnic minorities, women, and the handicapped who have only recently made substantial inroads into government by way of affirmative action programs."

Ballard announced that BIG has a plan for mitigating the adverse impact of personnel cuts on Federal Government employees for consideration by the Administration and Congress. "The experienced civil servant is a valuable resource and has played a leading role in the development and delivery of essential services," he explained.

Third Annual BIG Training Conference

"Preparedness, Performance, Productivity: Blueprint for Equal Opportunity: is the theme of the Third Annual BIG Training Conference to be held August 25-28, 1981, at the Washington Hilton Hotel, Washington, D.C.

According to Norman Seay, executive vice president, and conference chairman, several prominent speakers are expected to address the gathering and workshops are geared to focus on the needs of Federal, State, and local employees.

Registration: Blacks in Government, 7705 Georgia Ave., N.W., Suite B-2, Washington, D.C. 20012. Phone: 202/726-6113.

Make plans to attend now!

1981 Officers and Directors Installed

The Installation Ceremony for BIG's National Officers and Board of Directors for 1981 was held last January at the Rayburn House Office Building in Washington, D.C. Ms. Jackie Brockington, NBC-WRC TV, Washington, D.C., served as Mistress of Ceremonies.

The program began with the Invocation, offered by Rev. Nan Brown, Assistant to the Pastor, Pleasant Grove Baptist Church, Columbia, Virginia. Greetings were extended by Ms. Eugenia M. Pleasant, chairwoman, 1981 Installation Ceremony Committee, Nuclear Regulatory Agency Chapter of BIG.

Guest speaker for the occasion was James W. Dyke, Esquire, Special Assistant to Vice President Bush, whose topic was "We Have Come This Far. . . ," after which the officers and board members were installed by Dr. Bert Phillips, president, Bermultinational Ltd. Musical selections were rendered by Mr. Donald Carr, Department of Defense.

After remarks by Lonis C. Ballard, president, BIG, the ceremony concluded with the singing of the National Black Hymn; benediction by Rev. Nan Brown. Following the ceremony, a reception was held at the Harambee House.

BLACKS IN GOVERNMENT, INC.
BIG NEWS
Volume 1:1 P.O. Box 56149, Washington, D.C. 20011 March, 1980

First National Conference Attracts Over 2,200

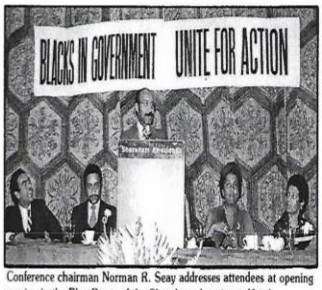
The First National Blacks in Government Conference held October 18, 19, and 20, 1979, at the Shoreham Americana Hotel in Washington, D.C., was an unprecedented success. The response to BIG's national call to "Unite for Action" greatly exceeded the expectations of the conference planners with more than 2,200 people, representing federal, state, and local governments, from 28 states, including Hawaii, Guam, and Puerto Rico. Of the federal departments and the 25 independent agencies represented, DHEW, DOL, and Department of Commerce had the first, second, and third highest number of conference attendees respectively.

A substantial number of conferees used their annual leave and funds to attend, others were sponsored by their agencies as part of their training. A memorandum from Jule M. Sugarman, (OPM Deputy Director) to all agency heads encouraged full participation. Other agency heads followed his lead by issuing internal memoranda such as Patricia Harris (DHEW Secretary) and Clifford Alexander (U.S. Army Secretary).

According to the critique prepared by Coffey, Zimmerman and Associates, Incorporated, "The tone throughout the conference was one of serious and thoughtful reassessment of the black experience in government; a sense of seeking and a need for sharing. Most of all there was a searching quality to the presentations and questions—a search for leadership and direction. The information given was old. But it was received through new eyes and ears".

The three-day conference was opened in ceremonial style with the U.S. Air Force Band and the Armed Forces Color Guard; stimulating addresses by Maryland Congressman Parren Mitchell and our distinguished President Lonis Ballard; inspiring prayer and song, "Lift Every Voice and Sing" by evangelist Debbie Tate and tenor Donald Carr respectively and an introduction of the workshop training sessions by OPM, Merit System Protection Board Vice Chairperson, Ersa Poston.

The opening ceremony set the stage for a total of 17 sessions that dealt with three major concerns: "Blacks and the 1978 Civil Service Reform Act;" "Employee Problem Clinics"; and "Strategies for Black Survival".



Conference chairman Norman R. Seay addresses attendees at opening session in the Blue Room of the Shoreham Americana Hotel

One social event was planned to wrap up this well received package and even that was stimulating and inspiring with Equal Employment Opportunity Commission (EEOC) Chair Eleanor Holmes Norton addressing over 1,600 people attending the banquet closing the conference.

SUMMARIES OF SELECTED WORKSHOPS:

"How to Sell Yourself"

As individuals we can strengthen our positions by deciding what we really want to be in terms of careers in government, and establish our immediate and long range objectives early, then go after them with the drive, energy and imagination that Blacks are noted for. But we must study the prerequisites in connection with a realistic assessment of our assets.

After establishing our objectives, we must make contacts; study the best ways to convey ourselves and organize to do it; study an organization's interview process before going for an interview; study the agency's mission and policies (do you agree with them?); decide if the leadership in the agency can serve you as role models (would you be at odds with the leadership?); and finally: be timely, be prepared to be tested, be comfortable and be prepared to develop strategies for winning on the basis of the kinds of questions being asked. But above all, do not try to fake it. There is no substitute for competence.

"Advancing Through the Structure"

To succeed we must know the organizational networks, both formal networks and especially the informal networks. We must know the environment where we work, the organizational mission and functions in order to take advantage of the situations that arise, but above all, we must know our jobs and excel at them.

Continued on Page 4

1

Winning Ways

Employee Development Kit

BLACKS IN BIG GOVERNMENT

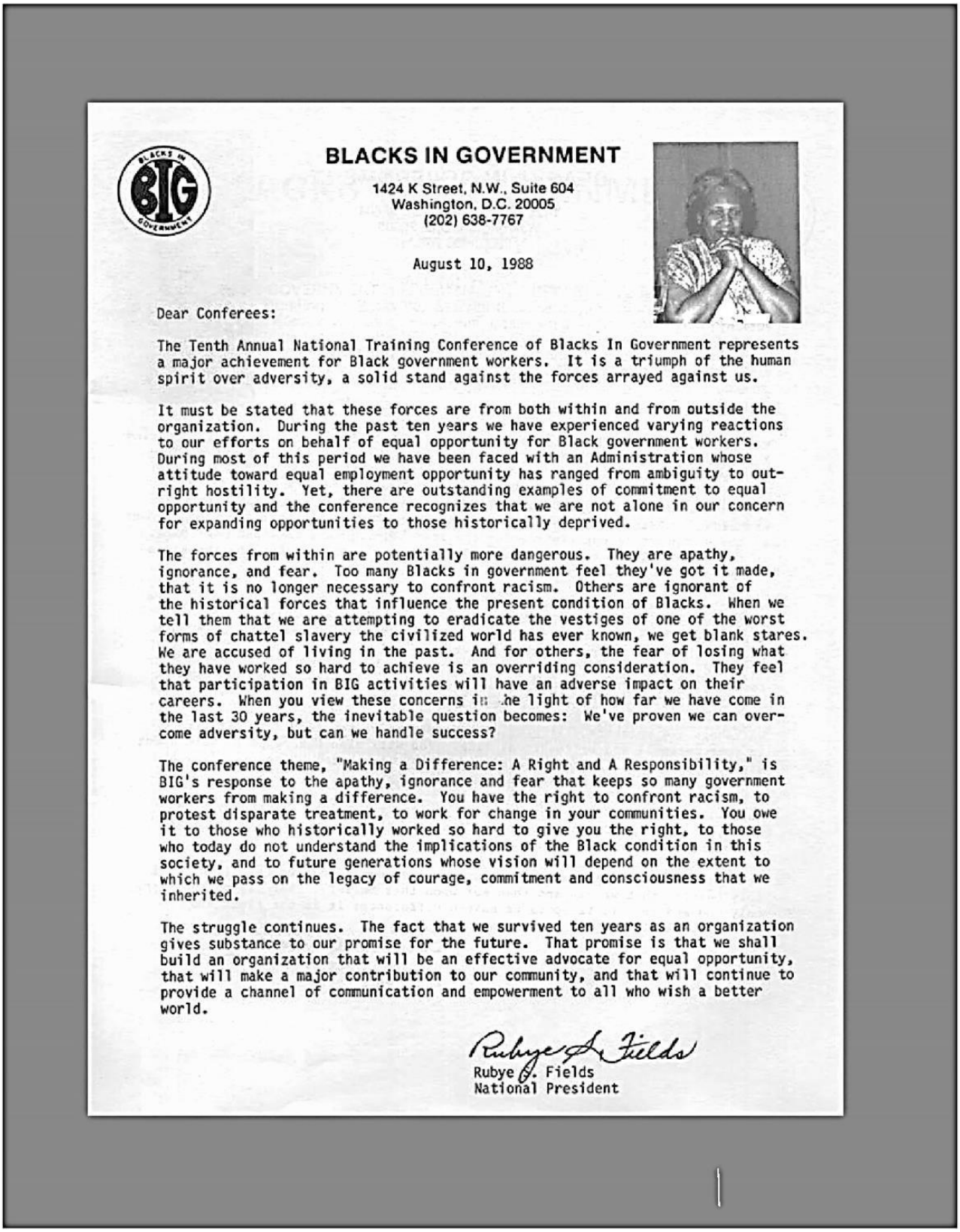
CHAPTER 8

MESSAGES

FROM

BIG

LEADERS



BLACKS IN GOVERNMENT

1424 K Street, N.W., Suite 604
Washington, D.C. 20005
(202) 638-7767

August 10, 1988

Dear Conferees:

The Tenth Annual National Training Conference of Blacks In Government represents a major achievement for Black government workers. It is a triumph of the human spirit over adversity, a solid stand against the forces arrayed against us.

It must be stated that these forces are from both within and from outside the organization. During the past ten years we have experienced varying reactions to our efforts on behalf of equal opportunity for Black government workers. During most of this period we have been faced with an Administration whose attitude toward equal employment opportunity has ranged from ambiguity to outright hostility. Yet, there are outstanding examples of commitment to equal opportunity and the conference recognizes that we are not alone in our concern for expanding opportunities to those historically deprived.

The forces from within are potentially more dangerous. They are apathy, ignorance, and fear. Too many Blacks in government feel they've got it made, that it is no longer necessary to confront racism. Others are ignorant of the historical forces that influence the present condition of Blacks. When we tell them that we are attempting to eradicate the vestiges of one of the worst forms of chattel slavery the civilized world has ever known, we get blank stares. We are accused of living in the past. And for others, the fear of losing what they have worked so hard to achieve is an overriding consideration. They feel that participation in BIG activities will have an adverse impact on their careers. When you view these concerns in the light of how far we have come in the last 30 years, the inevitable question becomes: We've proven we can overcome adversity, but can we handle success?

The conference theme, "Making a Difference: A Right and A Responsibility," is BIG's response to the apathy, ignorance and fear that keeps so many government workers from making a difference. You have the right to confront racism, to protest disparate treatment, to work for change in your communities. You owe it to those who historically worked so hard to give you the right, to those who today do not understand the implications of the Black condition in this society, and to future generations whose vision will depend on the extent to which we pass on the legacy of courage, commitment and consciousness that we inherited.

The struggle continues. The fact that we survived ten years as an organization gives substance to our promise for the future. That promise is that we shall build an organization that will be an effective advocate for equal opportunity, that will make a major contribution to our community, and that will continue to provide a channel of communication and empowerment to all who wish a better world.

Rubye G. Fields
Rubye G. Fields
National President

BLACKS IN GOVERNMENT

1820 11th Street, N.W.
Washington, DC 20001-5015
(202) 667-3280 FAX (202) 667-3705

DEAR CONFEREES:

Welcome to the Thirteenth Annual Training Conference of Blacks In Government!

This year's theme: "Empowerment: A Strategy for the 90's" is a succinct statement of our perception of today's priorities as well as our vision of the future. The lineup of workshops--about a third more than in previous years--the quality of the speakers, and the quality of information available to you by networking with our exhibitors and conference participants from around the country, speaks to our determination to face the future with pride and confidence.

I invite you look at the conference in the context of the challenges we face today if you are to benefit from it. We have a major Civil Rights Bill pending that is threatened to be vetoed a second time by the President. We have a Supreme Court that is turning its back on the Constitution's promise to Black Americans, and has now become our biggest barrier. We have a nominee to the Court to replace Thurgood Marshall who has taken public positions against key principles that Marshall stood for. One may ask if we have reason to face the future with confidence. We do.

We do not underestimate the turning back of the clock possible by a conservative judiciary. But we also know that the very laws that were placed on the books reaffirming civil rights for Blacks also freed other Americans from the bondage of discrimination on the basis of race and other irrelevant factors. So that any judge who attempts to turn back the clock on Black advancement will find it necessary to turn back the clock on America. That means that the political process should kick in to challenge--and defeat--any such effort. The votes are there, made possible in part by the civil rights laws placed on the books in the 1960's.

The message that you should get from this conference is that you have within your power the right and the opportunity to work for change--fundamental, revolutionary, real change. The workshop on the legislative process, on the EEO process, on computers, on how to resolve problems in the workplace and in the community, are all designed to give you the tools you need. All you have to do is use them.

Marion A. Bowden

Marion A. Bowden
National President

Gerald R. Reed

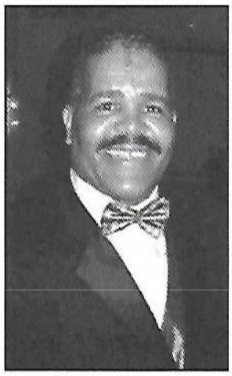
Metropolitan Washington, D.C., Region 11
BIG National President - 1999-2002

I, too, go back to almost the inception of Blacks In Government®. However, back in 1978, when I came to the Washington, D.C., area, I was in the military. I heard about Blacks In Government®, but I was told that the military couldn't join at that time. And then I heard about the organization again in 1979, because they were having their first national training conference at the Omni Shoreham Hotel in September. I subsequently got out of the military in 1980 and started working for the federal government in Washington, D.C. I'm a career employee—36 years now. I joined Blacks In Government® in 1985 while working at the Pentagon, and as such, I came in as a representative to my council, became chapter president, became the regional council president, and was the national president from 1999 to 2002.

What I like about the growth of our organization is the amount of recognition we've received from external professional organizations, and internally within the federal government. The largest human-resources agency in the world, the Office of Personnel Management, known to most people as OPM, recognizes Blacks In Government®, and the largest defense institution, the Department of Defense, recognizes Blacks In Government®. I believe their first recognition was in 1980. So they have now been recognizing Blacks In Government® for 28 years. So for 28 years, somebody knows it's good business to do business with BIG.

FROM THE PRESIDENT

Building A Legacy of Excellence



Gregg Reeves

I would like to extend a warm welcome and a sincere thank you to the members of Blacks In Government (BIG), for your dedication and support towards the goals and objectives of our organization.

BIG believes that Equity, Excellence and Opportunity in our workplace and our communities is what has tied us together for the last 25 years. Many of you have spent your entire government career striving for excellence and looking for the opportunity to achieve.

My goal as President is to create a unified vision within Blacks In Government (BIG) that will allow us to become a "brand" name to be recognized by members and non-members across this country, as an advocate for all government employees. The Blacks In Government (BIG) organization has paved the way for many African Americans in the Federal, State, Local and City government. You are part of an organization that will multiply in strength and become more effective in the fight for equal rights for all Americans.

I ask that you embrace the spirituality that has re-emerged in America and use it as a guidepost in your life. Spend time reflecting on the path that you must seek to gain access to your dreams. Now is not the time to lose hope in the power of education, knowledge or enlightenment.

The difficult times we are experiencing in America today such as discrimination, unemployment, homelessness, insecurity and anxiety are nothing new to African Americans. Our ancestors suffered for hundreds of years and persevered in spite of the horrific obstacles placed before them and so will we as members of Blacks In Government (BIG).

The BIG Reporter is a method to maximize our visibility and encourage our members to adopt the same attitude of power and survival that our ancestors strived to achieve. The BIG Reporter is here to serve as You.

Thank you for Thinking BIG

Gregg Reeves

Gregg Reeves
National President

Interview with **Julius Crouch**
Chairman—Board of Directors 1980, 1987, 1994

When I came aboard in 1976, there were a lot of things going on in the government and in the world that created a real need for an agency like Blacks In Government®. Government was transferring over to automation, which meant people were losing their jobs to downsizing and preferential treatment, and the Vietnam War was winding down, which meant another potential loss of military-related jobs. Meanwhile, government employees were concerned about basically the same things they are today, things like equal-employment opportunity, promotions, career development. It's amazing how the issues have not changed but have gotten more complex over time.

Membership

I have no idea what percentage of government employees are members of Blacks In Government®. I will say this: Not enough. But as I move around the country, and as I talk to people, I realize there are still a lot of people who have never heard of Blacks In Government®. So there is still a problem of getting the word out to our constituency, to make them aware of the fact that Blacks In Government® is here, that we are doing what I think is a very good job. We've made many contributions to the workplace, making it more professional and efficient.

FROM THE CHAIRMAN OF THE BOARD

Farrell J. Chiles

Dearest Members:

I am extremely privileged to serve as your organization's chairman of the board. A special thank you to my fellow members of the board of directors' for re-electing me to this position. I'm humbled by the level of faith and trust they have in me. With this level of faith and trust expressed, I pledge to heighten this organization to a greater level.

For me, I promise to work hard and to ensure that we continue to address our members' concerns, interests and problems; and to be an advocate on issues affecting the government workplace. In these uncertain financial times, the board of directors has renewed its pledge to discharge its fiduciary responsibilities with a new zeal of prudence. We are looking at ways to reduce costs and expenses, to identify new streams of revenue, and to take a serious look on how we conduct the business of the organization.

We all have a part to play in the organization's success. I encourage everyone to actively participate at the chapter level. Whether the main focus of your chapter is the legislative arm, equal employment opportunity issues, community service, and/or professional development (hopefully some of each), we are all committed to a lifetime duty of selfless service to our nation and communities. Remember: Each of you has an important role to play on the team as we continue to build on BIG's success. We cannot afford to be like a can opener that spins and never moves.

The word for this year is commitment. My commitment is to you, the members and this first-rate organization. It is "High-Time" for Blacks In Government.

Peace,

Farrell J. Chiles

Farrell J. Chiles
Chairman of the Board of Directors

Honorable Darlene H. Young, Chair Blacks In Government National Board of Directors Responds to the 2018 BIG History Questionnaire

Full Name, Title & Position in BIG:

Darlene H. Young, FNP, IIP, current 2017-2018 Chair of the National Board of Directors, Region XI Director.

Agency Affiliation:

US. Department of State

Introduction to Blacks In Government:

Honorable Young learned about Blacks In Government from a friend, Judy Hope, who worked for another agency.

Reason for Membership and Year:

I was encouraged to join in 1997 when our chapter was being re-established at USIA and is now the Carl T. Rowan Chapter of BIG at State. I believe in the mission, vision and goals and objectives.

Benefits of BIG in Professional Development:

"BIG has given me many opportunities to learn the organization and work on various levels from the chapter to the region and National level. BIG has allowed me to enhance my leadership skills."

Most Important Aspect of BIG:

The most important aspect of BIG is the membership and making sure that our organization is growing the membership, maintaining its solvency and working on change for the betterment of All.

Social Benefits of BIG:

The social benefits are the networking with others from all over the US and sharing information.

BIG Addresses Both Individual and Institutional Racism:

My experience goes back to when I became a member of the National Legislative Committee under the direction of Mr. Rawle O. King. This committee wrote the Spoils Report and it had an impact on the institution racism.

Strengths and Weaknesses of BIG:

BIG is only as strong as its members and the weaknesses is the members that have personal agendas that are not align with the mission, vision and goals & objectives of BIG.

Membership Incentive in Today's Post-Racial Society:

BIG is needed now more than ever with many folks trying to reverse progress and turn back the hands of time.

The Honorable Dr. Doris P. Sartor, National President of Blacks In Government Responds to the 2018 BIG History Questionnaire…….

Full Name, Title & Position in BIG:

Honorable Dr. Doris P. Sartor, 2016-2018 Blacks In Government National President

Agency Affiliation:

United States Air Force (USAF), Maxwell Air Force Base, Montgomery, Alabama.

Introduction to Blacks In Government:

Thirty-one (31) years ago, Dr. Sartor was introduced to Blacks In Government by Region IV Council President, Mr. Paul Wheeler from the Wiregrass Chapter in Fort Rucker, Alabama.

Reason for Membership and Year:

Dr. Sartor joined BIG in 1987. She was encouraged to join because of BIG's focus on equity, excellence and opportunity. Maxwell AFB was under a consent decree for unfair treatment to black employees, and needed an organization that would focus on the unique needs of Black federal employees. "BIG was the catalyst that motivated us to work together to increase the number of Blacks hired at Maxwell; the number of promotions; and increase in training and development opportunities; and allowed us to be at the seat to discuss present, current, and future employment issues."

Benefits of BIG in Professional Development:

"In over 30 years of involvement with BIG, I've had the opportunity to serve as National Corporate Sponsorship Chair, and collaborate with organizations, agencies and businesses that have donated more than one million dollars to BIG's programs, services, and initiatives. The invaluable

experiences of being the program coordinator for numerous BIG programs, such as the National Oratorical Program; Information Superhighway Student Competition; Future Leaders in America's Government; and the Darlene H. Young Leadership Academy have served me well. The skills I learned while working with BIG transferred into my many government positions as GS-15 Leadership Seminar Executive Course Director; Air Force Quality Advisor; Associate Editor, Air and Space Power Journal; and now in my current position as Course Director for the Air Force Civilian Associate Degree Program."

Most Important Aspect of BIG:

The most important aspect of BIG is that we are the only organization that addresses the unique needs of black federal employees and that we strategically work across this nation to ensure equity, excellence and opportunity for ALL.

Social Benefits of BIG:

"Most of my closest friends are BIG members and they also have made exceptional role models. Having a dynamic and caring support system enhances my life professionally and personally. I have been blessed to know so many genuine and gifted individuals. We are truly a BIG family."

BIG Addresses Both Individual and Institutional Racism:

"I had the honor of working with former BIG National President, Honorable Oscar Eason, Jr. on conducting Racism and Disparate Treatment Forums to address systemic discrimination in agencies across the country. BIG conducted forums and identified the areas of promotions, training, and employment that needed to be addressed and, working with specific agencies, developed strategic plans that resulted in the increased hiring and promotions of black government employees, as well as putting policies in place to decrease the potential for favoritism. That was BIG being part of the solution. I was also project manager for several publications that addressed discrimination in the workplace—"Affirmative Action and Beyond;" "Report on Discrimination and Solution Summit;" and "Racism and Disparate Treatment in Public Service." All are documents that provide a voice to our advocacy role."

Strengths and Weaknesses of BIG:

BIG's strength is in its numbers, working collaboratively and with like-minded organizations to address unfair treatment. BIG's greatest weakness is its dependency on government agencies to support the National Training Institute. Government cuts in training dollars results in less dollars to support BIG's programs, services, and initiatives.

Membership Incentive in Today's Post-Racial Society:

Incentives in today's society continues to be what our organization was founded as stated in the Preamble to the National Constitution. ***We believe that Blacks in government should have the opportunity for full, complete and equitable access to jobs, education, advancement, housing,***

and health services, and that they must have recourse in adverse situations without discrimination because of race.

We further believe that Blacks should unite in order to obtain and secure the rights and privileges of full citizenship participation. It is necessary to develop a mechanism for inclusion, growth and power for all present and future Black employees in Federal, State and local governments.

Endnotes

[i] U.S. Civil Service Commission, "Federal Civilian Personnel Statistics: Educational Attainment of General Schedule Employees by Minority Group and Sex," August 31, 1974 (Pub SM 24-200), p.10.

[ii] Id., p.16.

[iii] Id., "Table B. Median GS Grade Group at Each Major Education Level, by Minority Group, and by Sex, Full-Time Permanent General Schedule & Similar Employees, August 1974" p.17

[iv] Banfield, Edward C. The Unheavenly City: The Nature and Future of Our Urban Crisis. Boston: Little, Brown and Company, 1968, p. 69.

[v] *The Illusion of Black Progress*, Robert B. Hill, Dir of Research, NUL, 1978

[vi] Herbert Hill, "Testimony," before the AD HOC Committee Hearings on Federal Contract Compliance, House of Representatives, Washington, D.C., December 3, 1968.

[vii] Garth L. Mangum, Lowell M. Glenn, "Employing the Disadvantaged in the Federal Civil Service: Policy Papers in Human Resources and Industrial Relations, No. 13," The Institute of Labor and Industrial Relations, National Manpower Policy Task Force, Washington, D.C. February 1969, p.27.

[viii] Patricia A. Taylor, Income Inequality in the Federal Civilian Government," *American Sociological Review*, Vol. 44, No. 3 (Jun., 1979), pp. 468-479, p.478.

[ix] "Evaluation Study of the Postal Academy Program," November 1971, Manpower Administration (DOL), Washington, D.C., Division of Program Evaluation, Special Evaluations Group

[x] Job Bias By U.S. Is Talks Topic By Claudia Levy Washington Post Staff Writer *The Washington Post, Times Herald (1959-1973);* Sep 20, 1972;

[xi] The Washington Post, "Racism Found Lingering In Printing Office Unit," January 13, 1977.

[xii] Hunter, Clarence, New group seeks place in sun with black federal workers, *The Baltimore African-American*, September 11, 1982, pg. 14

[xiii] Jason Tomassini, "Buffalo Soldier Chronicles his Battles in Europe and at Home," The Gazette, July 8, 2009.

[xiv] "The Disappearing Civil Servant" Isiah Poole, p.91 *Black Enterprise,* February 1983

AFTERWORD

As this volume of work ends, our history goes on, It is my hope that historians who follow will continue documenting the story of the National Organization of Blacks In Government (BIG). This is just a start.

While the process of gathering, verifying, and documenting our history for this first work was a long and daunting task, future volumes should prove easier. That is, if important historical information and documents are secured and cataloged. So much of our past had been discarded, trashed, or removed from the safety of the National Office. Safeguarding these materials is or should be a priority.

Further, preserving our history is everybody's responsibility, and remember the following quote by Robert A. Heinlein, "***A generation which ignores history has no past and no future".***