

**HUMAN RESOURCE MANAGEMENT**  
**EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION**  
**PLAN REQUIREMENTS**  
**FOR EXECUTIVE BRANCH AGENCIES**

**Section I. EXECUTIVE SUMMARY**

Provide a summary statement that describes the department's equal employment opportunity/affirmative action efforts. Include the names of divisions of the department and number of employees that make up each division.

Attached you will find the most recent recommendations from your previous GCEEO review. Please indicate in your report what steps you have taken and will take to address each of these recommendations.

**Section II. POLICY STATEMENT**

This is the official declaration of State executive branch agency/department commitment to EEO/AA to be signed by your cabinet secretary/agency head.

**Section III. RESPONSIBILITIES FOR IMPLEMENTATION**

Each department shall designate a high ranking person to be responsible for the direction of EEO and Diversity and provide the GCEEO with the person's name and contact information including email and telephone number. This person should have primarily EEO/AA responsibilities. Please include a list of the duties and responsibilities of the designee. An organizational chart which shows the reporting structure of the designated individual shall also be provided.

**Section IV. RECRUITMENT & RETENTION PRACTICES (Accomplishments)**

Describe internal and external EEO/AA communication procedures used to reach all employees and potential recruitment resources for current fiscal year. Please specifically indicate efforts that show how support is being demonstrated from all levels of management. Detailed explanations of these practices are encouraged.

A thorough EEO/AA plan of action should be understood and accepted by key personnel. Therefore, EEO/AA strategies should provide clear instructions regarding recruitment efforts in terms of promoting diversity and implementation of diversity programs, not just good faith efforts on paper. The following activities/strategies should also be discussed, along with metrics and indicators of the steps taken and results. (list is comprehensive but not intended to be exhaustive):

- job fairs
- out-reach
- notices-ads

- employee recognition
- internet/intranet recruitment
- mentoring
- internal leadership
- special initiatives participation
- development of career ladders
- other as identified

**Section V. WORKFORCE ANALYSIS (Attach EEO 4 Status Report for current Fiscal Year as of June 30<sup>th</sup>)**

Report each merit and all non-merit positions (state and federally funded positions-excluding seasonal) by department and division and EEO code to determine representation of women and minorities, and underrepresentation of women and minorities. Upon evaluation of the EEO-4 category within the department, action steps should be taken to increase representation of the underrepresented groups as compared to availability in the relevant labor market, if a discrepancy exists. These actions steps should be described in detail in the AA Report. Provide current and past two fiscal years parity status for all EEO-4 categories.

**Section VI. PLAN OF ACTION (Future steps that you plan to implement in the upcoming fiscal year.)**

This is your opportunity to tell us what your plans are for this current fiscal year that we have just entered. The bullets below generally can be considered a sampling of best practices. You are encouraged to note initiatives outside of these examples. Please indicate how such action steps and initiatives promote diversity and any plans you have to capture feedback. This is not intended to be a repeat of accomplishments already mentioned in Section IV.

- Recruitment and Retention Practices (outreach efforts and notices)
- Employee Recognition Programs
- Mentoring (formal and informal)
- Internal Leadership Programs
- Special Initiatives
- Participation in Statewide Programs
- Development of Career Ladders
- Employee Training/Development
- Management Accountability
- Transforming the Organizational Culture

For each underutilized job group, each agency must develop a plan of action and timetable to correct specific problem areas:

- (1) Specific proposals for recruiting minorities and women for employment in the department to the extent they are underrepresented in the department when

compared to the relevant statewide labor market; and

(2) Specific proposals for assuring that hiring practices are conducted consistently with the objectives of Executive Order 8; and

(3) Specific proposals for assuring that all promotional opportunities are offered in a manner consistent with Executive Order 8; and

(4) Specific proposals for staff participation in training programs on interview techniques and acceptable hiring practices; and

(5) Specific proposals for employee participation in career enhancement programs and seminars.

For this section, the five areas below are of particular focus for the Council and detail should be included on how your Department is already addressing these recommendations.

- Diverse interview panels for vacant positions of all pay grades.
- Diversity training to all employees a minimum of every three years.
- Surveying employees for diversity and employment satisfaction.
- Recruitment strategies for employing people with disabilities to include the blind and visually impaired.
- Strategies for obtaining a greater response rate for completion of exit surveys.

### **Section VII. NEW HIRES**

Each department shall maintain a record of new hires by job title, pay grade, EEO-4 code, race and sex. For purposes of running Personnel Action reports the following action/reasons should be included for consideration as a possible “new hires”: hire, rehire, transfer, recall.

### **Section VIII. TRAINING**

Each department shall maintain a record of participants in Department sponsored programs such as conferences, workshops, seminars, and educational opportunities related to EEO/AA and/or diversity\*. The record shall be maintained by job title, pay grade, EEO code, race and sex. This record shall include all EEO/AA and/or diversity training programs, formal and informal, and supervisory and management development courses that are designed to lead to promotional opportunities. Examples of reportable training include, but are not limited to, sexual harassment prevention, training related to Civil Rights, Title VII and anti-discrimination laws such as the ADA, the Age Discrimination in Employment Act, and diversity training.

Each department shall maintain a record of approved tuition reimbursement requests which should include job title, pay grade, EEO-4 Code, race and sex.

### **Section IX. PROMOTIONS**

Each department shall maintain a record of promotions including pay grade, EEO-4 code,

race, sex, and type of promotion such as reclassifications, career ladder promotions and competitive promotions. The definition of a promotion is an assignment of an employee within the same organization from a classification with a lower salary range to a classification with a higher salary range.

### **Section X. DISCIPLINE**

Each department shall maintain a record of disciplinary actions which shall include the date of the action, pay grade, EEO-4 code, race, sex, and action taken, such as written reprimand, suspension or dismissal. Trends in discipline should be addressed and noted in the body of the report.

### **Section XI. SEPARATIONS**

Each department shall maintain a record of separations which shall include the date of the action, job title, pay grade, EEO-4 code, race, sex, and reason for the action, such as voluntary resignation, involuntary resignation, retirement, promotion or transfer. For purposes of running Personnel Action reports the following action/reasons should be included for consideration as a possible "separations": retirement, termination and transfer.

Each department shall provide the FY2015 Exit Survey Results and Analysis for the following questions: reason for leaving agency, agency as a place to work, opportunity for advancement or promotion, recognition of accomplishments/contributions and would you consider re-employment with the State/Agency. Additional comments should be included when feasible.

### **Section XII. COMPLAINT PROCESS**

Develop a written policy outlining a complaint process/procedure for applicants and employees which shall be placed on-line for your agency and updated as needed.

Provide data on the number and type of formal, informal and external EEO/AA complaints and whether the complaint is open or closed and resolved or closed and unsubstantiated. The record shall be maintained by type of complaint, pay grade, EEO-4 Code, race, sex, status and category. For purposes of this report, informal complaints include oral or written statements alleging discrimination that are resolved within your agency and not filed under an agency written complaint procedure/merit rule. Formal complaints include a Merit Rule grievance such as MR 2.1 complaint or under a formal agency complaint procedure. External complaints are filed with DOL or the EEOC. Please identify any trends in the topics of the complaints you received and if your agency plans to address trends and how.

### **Section XIII. DISABILITY DATA**

While we realize that data pertaining to people with disabilities has historically been difficult to obtain, each department shall make every attempt to report the number of employees who have self-identified or disclosed as employees with disabilities. Relevant data includes, but is not be limited to, use of the Agency Aide Program and the Selective Placement Program.

\*Diversity training has been defined as training for the purpose of increasing *participants' cultural awareness, knowledge, and skills, which is based on the* assumption that the training will benefit an organization by protecting against civil rights violations, increasing the inclusion of different identity ... [en.wikipedia.org/wiki/Diversity\\_training](https://en.wikipedia.org/wiki/Diversity_training). Diversity training helps to build a workplace in which employees include their co-workers in a strong culture and treat everyone with respect.

\*In compliance with the Privacy Act of 1974 (2015 edition), which establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of information about individuals that is maintained in systems of records, any personally identifiable information will be placed in the appendix.