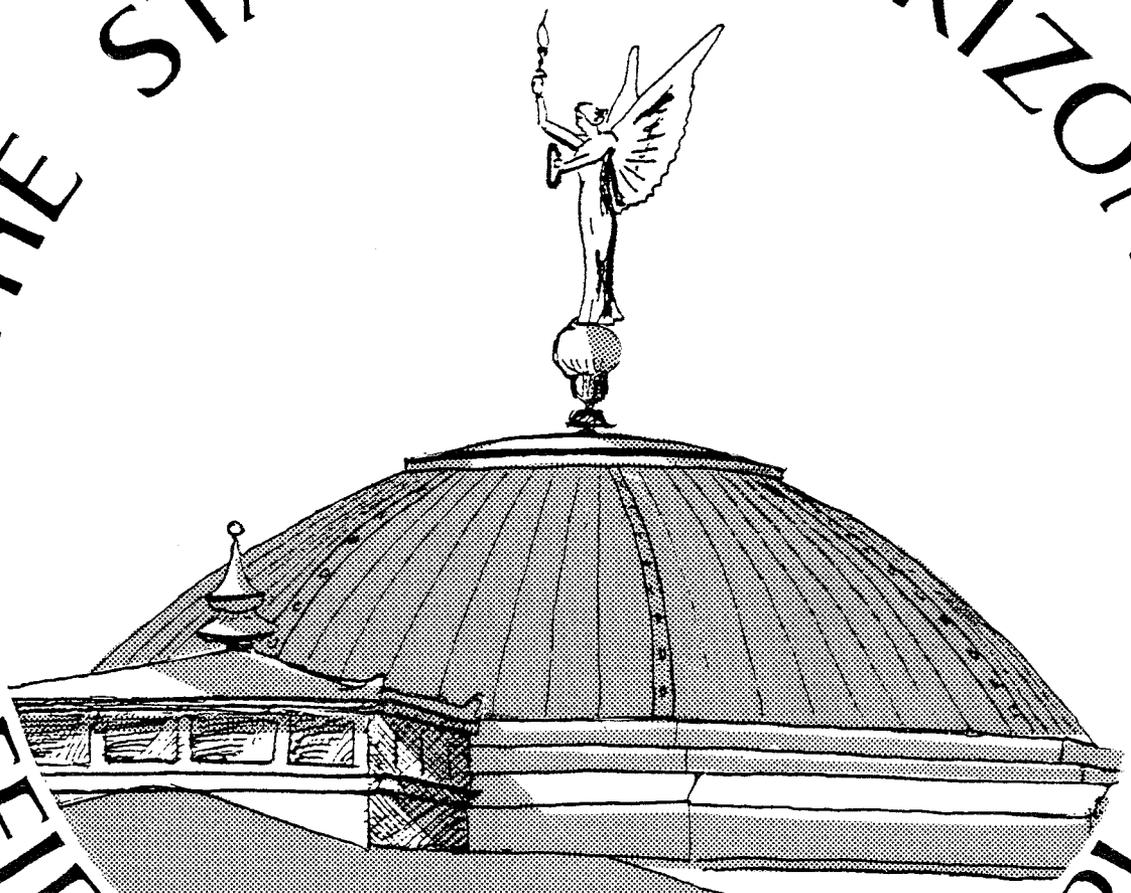


THE STATE OF ARIZONA



AFFIRMATIVE ACTION PLAN





OFFICE OF THE GOVERNOR
STATE HOUSE
PHOENIX, ARIZONA 85007

BRUCE BABBITT
GOVERNOR

IN REPLY
REFER TO:

As Governor of the State of Arizona, I pledge the full support of my office to strengthen and enhance the opportunities for equal employment in Arizona State Government.

This Affirmative Action Plan has been developed for personnel within State Government. Therefore, it is the responsibility of the State to ensure equal employment opportunities for employees and job applicants without regard to race, age, sex, color, religion, or handicap.

Moreover, a successful Affirmative Action Program will result in positive benefits to the State through the use and development of previously under-utilized human resources.

All persons in the State, especially those in the State's employ, must aggressively strive to ensure the entry and growth of minorities, women, and the handicapped in our work force until it is emphatically clear that equality of opportunity in employment is a fact as well as an ideal situation.

It is the goal of the State of Arizona Government to achieve a fully integrated workforce in all occupations. The full cooperation of all personnel in the observance of civil rights laws and guidelines is expected and encouraged.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bruce Babbitt".

Bruce Babbitt
Governor

BB:1hb

THE STATE OF ARIZONA AFFIRMATIVE ACTION PLAN

BRUCE BABBITT
GOVERNOR

PREPARED BY
THE GOVERNOR'S OFFICE
OF AFFIRMATIVE ACTION

HOWARD L. BELL
DIRECTOR

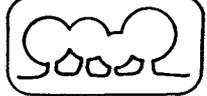


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INTRODUCTION



Affirmative Action means taking aggressive and positive steps to ensure equal employment opportunity for all citizens. Passive prohibition of discriminatory acts is not enough to assure true equal employment opportunity. It is clear that only through programs of definite, affirmative action to promote equal opportunity can employers achieve the standard of a fully integrated work force in all occupations. All administrative levels must provide strong support and commitment for such programs to be effective. Specific plans of action must be developed, implemented and evaluated to ensure the realization of equal employment opportunity.

An Affirmative Action Program should actually reinforce merit employment principles by assuring that all segments of society have an opportunity to enter public service on the basis of open competition and advancement according to ability. This should be accomplished by eliminating barriers such as inadequate publicity about job openings, unrealistic or unrelated job requirements, tests which lack adequate validity, and insufficient opportunity for upward mobility.

Consequently, the scope of a well planned Affirmative Action Program must be comprehensive and must cover all personnel policies and practices. Focusing on one or two areas, such as recruitment and selection, to the exclusion of other areas will not assure the desired results. An affirmative Action Program should also be concerned with job qualification requirements, job structure, promotion policies, training opportunities to improve job performance and upward mobility, and all other related procedures and practices. The working environment itself is another important factor in the success or failure of an affirmative action effort. The supervisor's attitude, the manner in which work is assigned, the availability of counseling, the work setting — all of these are areas for affirmative action and equal employment opportunity. This Affirmative Action Plan shall serve as the foundation for a comprehensive, statewide Equal Employment Opportunity Program for state Government. It shall also be utilized as the basis for the development of the state agency Affirmative Action Plans. As the agencies complete their Plans and submit them to the Office of Affirmative Action, the State Plan will be enhanced to reflect a coordinated, statewide effort directed toward the achievement of a fully integrated work force.

This Plan applies to all state agencies, boards and commissions. Each state Agency, board and commission with fifty or more employees shall have a written Affirmative Action Plan. Agencies with less than fifty employees shall have a written Equal Employment Opportunity Policy Statement and shall submit to the Office of Affirmative Action information necessary to the enhancement of the State's Affirmative Action Plan.

DIRECTOR'S COMMENTS



The Governor's Office of Affirmative Action has prepared this Affirmative Action Plan to provide safeguards to protect the equal employment opportunity rights of minorities, women and handicapped persons in State Government.

The primary function of the Governor's Office of Affirmative Action is to formulate and administer plans, programs and policies designed to promote equal employment opportunities and practices by State agencies.

In preparing this Plan, we were mindful of our unique responsibility among State agencies. As the Governor's Office of Affirmative Action, this Office is concerned that affirmative action programs and policies are diligently carried out through aggressive administrative action. Furthermore, we are equally concerned that every effort be taken to make this Office a model of Affirmative Action in operation.

Howard L. Bell
Director

PURPOSE



The purposes of this Plan are: (1) to reaffirm the State's nondiscrimination policy; (2) review the State's employment patterns; (3) identify obstacles or potential obstacles to equal opportunity; and (4) set goals for equal employment within State Government.

Therefore, it is the policy of Arizona that State Government shall assume a leadership role in providing to its citizens and employees, through a program of affirmative action, fair and equal opportunity for employment and advancement regardless of race, age, color, religion, sex, national origin, or handicap. The premise of the Plan is that if barriers to equal opportunity did not exist, each agency will have in its employ at all levels the proportion of Whites, Blacks, Hispanics, American Indians, Asian Americans, women and the handicapped as they are available for work.

DEFINITIONS



Affirmative Action

Affirmative Action (AA) is a method of eliminating the effect of past and present discrimination, intended or unintended, which are evident or indicated by analysis of present employment patterns, practices, and policies.

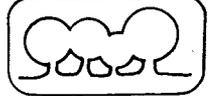
Equal Employment Opportunity

Equal Employment Opportunity (EEO) is the right of all persons to work and advance on the basis of merit, ability, and potential alone.

Agency Of The State

An agency of the State includes the Government of the State and any subdivision, agency or instrumentality, corporate or otherwise, of the State Government.

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT



As a public employer, it is the policy of the State of Arizona to provide equal employment opportunity to all employess and applicants without regard to race, age, sex, color, religion, national origin, or handicap. The purpose of this policy is to provide equal employment opportunity and includes, but is not limited to, the following:

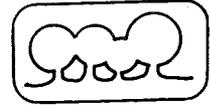
- 1) recruitment, advertising or solicitation of employment
- 2) selection, placement, promotion, transfer or demotion
- 3) rates of pay or other forms of compensation
- 4) selection for training
- 5) layoff or termination
- 6) treatment during employment

This policy is designed to accomplish a continuing, affirmative, and equal opportunity program for all employees and applicants for employment as well as to ensure against practices of discrimination directed toward minority ethnic groups, women and the handicapped. Equal employment opportunity is provided for and can be achieved through effective administration. Equal employment opportunity works hand in hand with merit principles to provide Arizona State Government with its goal of a fully integrated work force.

All state employees will take positive steps to ensure that Executive Order No. 77-11 and applicable laws are complied with in all terms, conditions, and privileges of employment. The preceding policy statement is intended to be a guide for appointing authorities and employees in assuring nondiscrimination.

No award of any contract with the State of Arizona will be executed or approved by the State for any service, supply or commodity unless the successful bidder submits with her/his bid an Affirmative Action Plan.

Where the contractor, supplier or vendor regularly employs fifteen or more persons with requirement shall be a condition precedent to doing business with the State of Arizona. This policy shall be observed by all departments, divisions, and institutions, purchasing and contract agents.



Moreover, this policy means that:

- 1) Everyone is encouraged to apply for jobs, seek further training, and compete for promotion; all will be afforded equal opportunity for employment, advancement, and job security.
- 2) Competition among individuals for a specific job, training opportunity, or promotion will be based on qualification and demonstrated abilities.
- 3) Supervisors at all levels will ensure that all actions affecting employees and job applicants will be accomplished within both the spirit and the letter of equal employment requirement.

It should be noted that this Plan is applicable to all state service job applicants and employees of the State of Arizona. This Plan shall become effective November 9, 1979 and shall continue in effect until a revised Plan is issued.



Employment of Persons Without Regard to Race or Color:

It is a discriminatory practice for any person to fail or refuse to hire, to discharge an employee, or to accord adverse or unequal treatment to any person or employee with respect to application, hiring, training, promotion, upgrading, compensation, layoff, or any term or condition of employment because of race or color.

Any pre-employment inquiry in connection with prospective employment which expresses directly or indirectly any limitation, specification, or discrimination as to race or color is unlawful. However, if this data is being collected for statistical information to evaluate parity in the state agencies, it shall be lawful. In such instances, the reason for the request for information and the fact that provision of the information is voluntary.

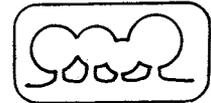
Employment of Persons Without Regard to Age:

It is a discriminatory practice for any person to fail or refuse to hire, to discharge an employee, or to accord adverse or unequal treatment to any person or employee with respect to application, hiring, training, promotion, upgrading, compensation, layoff, or any term or condition of employment because of age except where specific age is required.

Employment of Persons Without Regard to Religion or Creed:

It is a discriminatory practice for any person to fail or refuse to hire, to discharge an employee, or to accord adverse or unequal treatment to any person or employee with respect to application, hiring, training, promotion, upgrading, compensation, layoff or any term or condition of employment because of religion or creed.

The employer has an obligation to make reasonable accommodations to the religious needs of employees and prospective employees where such accommodations can be made without undue hardship to the conduct of the agency.



Employment of Persons Without Regard to Sex:

It is a discriminatory practice for any person to fail or refuse to hire, to discharge an employee, or to accord adverse or unequal treatment to any person or employee with respect to application, hiring, training, promotion, upgrading, compensation, layoff, or any term or condition of employment because of sex.

Any pre-employment inquiry in connection with prospective employment which expresses directly or indirectly any limitation, specification or discrimination as to sex is unlawful unless it is based upon bona fide occupation qualification. To the extent that marital status cannot be proven to be job related or a valid predictor of job performance, such pre-employment inquiries are discriminatory treatment.

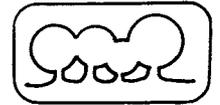
Employment of Persons Without Regard to National Origin:

It is a discriminatory practice for any person to fail or refuse to hire, to discharge an employee, or to accord adverse or unequal treatment to any person or employee with respect to application, hiring, training, promotion, upgrading, compensation, layoff or any term or condition of employment because of national origin or ancestry.

Employment of Persons Without Regard to Handicap:

It is a discriminatory practice for any person to fail or refuse to hire, to discharge an employee, or to accord adverse or unequal treatment to any person or employee with respect to application, hiring, training, promotion, upgrading, compensation, layoff, or any term or condition of employment solely because of handicap.

For these purposes, the term "handicapped individual" means any person who: (1) has a physical or mental impairment which substantially limits one or more of such person's major life activities; (2) has a record of such an impairment, or (3) is regarded as having such an impairment. A handicapped individual is considered to be qualified for the position in question if she/he can, with reasonable accommodation, perform the essential functions of the position.



Pre-employment inquiries as to whether an applicant is handicapped or as to the nature of severity of a handicap is unlawful. However, if this data is being collected for the purpose of taking remedial or voluntary action to overcome the effects of conditions that resulted in limited participation, it shall be lawful. In such instances, the reason for the request for information and the fact that provision of the information is voluntary must be stated.

Applicants for employment who need auxiliary aides, special testing equipment or special test design will be assisted by the Department of Economic Security's Rehabilitation Services Bureau in cooperation with the State Personnel Division or other responsible personnel section. Individual testing techniques that will fulfill the following requirements will be established to: (1) demonstrate ability and skill to perform the task(s) required in the job; (2) demonstrate knowledge of the subject matter required in the job; (3) be quantifiable in terms that can be compared to the tests or test scores of other applicants.

Appointing authorities in State Government shall cooperate with Rehabilitation Services Bureau in assessing the ability of handicapped job applicants and employees to perform the essential duties of the position in question. Services and equipment may be provided through the Rehabilitation Services Bureau which will enable handicapped individuals to overcome barriers to employment.

State agencies shall make reasonable accommodation to the known physical or mental limitations of an otherwise qualified handicapped applicant or employee unless it can be demonstrated that the accommodation would impose an undue hardship on the agency's program.

Every state agency will take steps to assure that all of its facilities are accessible to and usable by persons with handicaps.

THE AFFIRMATIVE ACTION/ EQUAL EMPLOYMENT OPPORTUNITY PROGRAM



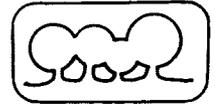
Each state agency's Affirmative Action Plan shall be consistent with the State's Affirmative Action Plan and shall be made available to all employees and applicants. Collectively, the agency's Plans will comprise the Arizona State Government's Affirmative Action Program.

Policy Statement

Every state agency shall develop a written policy statement to inform all employees and job applicants of the agency's commitment to ensuring equal employment opportunity. The Policy Statement must be consistent with the State's Equal Employment Opportunity and Nondiscrimination Policy Statements. The Policy Statement shall be signed by the agency's director.

It shall include:

1. An affirmation of the State's Policy
2. A Declaration prohibiting discrimination on the basis of race, age, sex, color, religion, national origin or handicap.
3. An assurance that the agency will require its contractors and subcontractors to comply with Equal Employment Opportunity requirements.
4. A commitment that all available agency resources will be utilized to achieve a fully integrated work force.
5. The assignment of overall responsibility for the Agency's Affirmative Action Program.
6. A description of the agency's monitoring and reporting procedures.



The agency should disseminate its policy both internally and externally.

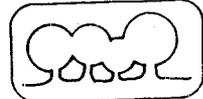
A. Internally:

1. The policy should be included in the agency's policies and procedures manual.
2. The policy and individual responsibility for its effective implementation should be explained at special meetings conducted with management and supervisory personnel, and with all other non-supervisory personnel.
3. The policy should be thoroughly discussed in employee orientation and management training programs.
4. The policy should be posted on bulletin boards at each agency's location.
5. The policy and a description of the Affirmative Action Program should be included in the agency's employee information packet.

B. Externally:

1. All recruiting sources should be informed in writing as well as verbally of the Agency's Affirmative Action Policy.
2. Minority groups, women and handicap organizations as well as individuals must be informed of the agency's policy in writing and solicited as recruitment sources.
3. The Policy Statement should be included in the agency's brochures, published reports and other written materials made available to the public.

ADMINISTRATION



The Governor will lend full support to achieve equal employment opportunity in Arizona State Government.

The Director of the Governor's Office of Affirmative Action is responsible to the Governor and the people for directing the State's Policies.

Specifically, the Director of the Office of Affirmative Action has the authority and responsibility for:

1. Directing and implementing the overall Affirmative Action/Equal Employment Opportunity Program within State Government.
2. Monitoring the progress of the implementation of the Affirmative Action Plan and reporting to the Governor at least quarterly on that progress.
3. Providing guidelines for development of the agencies' Affirmative Action Plans and consulting services in the development of these plans.
4. Reviewing the agencies' Plans and assisting with modifications as needed.
5. Providing technical assistance in the implementation of the agencies' Plans.
6. Monitoring progress of the agencies' implementation of the Plans.
7. Assisting agency heads in resolving complaints made by employees affecting EEO/AA issues.

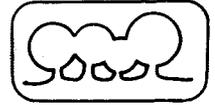
All agency heads are responsible for ensuring a successful Affirmative Action/Equal Employment Opportunity Program within their agency.

The agency head shall assure that all persons are treated fairly, given equal opportunity in selection, training, promotion, performance evaluations, work assignments, classification, compensation, assignment of overtime and additional duties and all other terms and conditions of employment.

The agency head shall assure that grievance procedures are strictly adhered to without retaliation or reprisals against any person filing a discrimination complaint, or against any person giving testimony or aiding in the resolution of a complaint.

The agency head shall direct the formulation, implementation and monitoring of the agency's Affirmative Action Plan.

Each agency with fifty or more employees shall appoint an Equal Employment Opportunity/Affirmative Action Officer for the agency.



The agency's Equal Employment Opportunity/Affirmative Action Officer is appointed by and reports directly to the agency head. The Officer has primary responsibility for the agency's program. The Officer's duties shall include, but are not necessarily limited to:

1. Development of policy statements, Affirmative Action Programs, and internal and external communication techniques.
2. Aid in the identification and resolution of personnel policies and practices to achieve equal opportunity.
3. Aid in the coordinating, development, implementation and evaluation of the State Affirmative Action Plan, the agency's Plan and all supportive agency programs.
4. Serving as liaison between the agency and entities having enforcement authority.
5. Keeping management informed of the latest developments in Affirmative Action.
6. Designing and implementation of audit and reporting systems that will:
 - (a) Measure the effectiveness of the agency's program.
 - (b) Indicate the need for corrective action.
7. Coordinating the provision of all training relating to Equal Employment Opportunity requirements and agency activities.
- 8) Providing assistance to immediate supervisors in resolution of the Affirmative action problems.

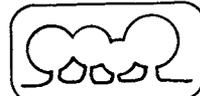
All agency supervisors shall assure equal employment opportunity in all aspects and conditions of employment. They will:

1. Familiarize themselves with the Rules and Regulations of Equal Employment and the context of their Affirmative Action Plan.
2. Assure that all employees under their supervision have available a copy of the Affirmative Action Plan and related policies.
3. Have training sessions to provide employees with information concerning Equal Employment requirements, procedures, policies and in-house processes.

Every State employee is responsible for cooperating with and assisting in the implementation of the agency program.

The Affirmative Action Advisory Committee to the Office of Affirmative Action shall assist with evaluating the State Affirmative Action Program and supportive agency Plans.

ANALYSIS OF THE WORK FORCE



Every State agency shall complete an analysis of its work force as compared to the available labor market. The agency's analysis shall depict the agency's work force in its entirety and by bureau, section, division, or other major component of the agency. The analysis shall address by race, sex and handicap and by job category, job classification and grade by calendar or fiscal year:

1. Current Work Force
2. Appointments
3. Promotions
4. Terminations
5. Training (formal and informal)
6. Projected Turnover
7. Estimated Number of Vacancies to be filled.

Every agency will forward its analysis to the Office of Affirmative Action. A compilation of the State Government work force in its entirety will be completed.

Reference should be made to Appendix A for Sample reporting forms. Reference should also be made to Appendix B for samples of forms which may be used for the analysis of the work force.

ANALYSIS OF PERSONNEL POLICIES AND PROCEDURES



Every agency shall complete an analysis of its personnel policies and procedures to provide an assessment of the agency's status in assuring equal employment opportunities. This component of the Plan shall address, but is not limited to:

1. Recruitment
2. Selection, placement, promotion, transfer
3. Demotion or termination
4. Rates of pay and other forms of compensation
5. Selection for training
6. Treatment during employment

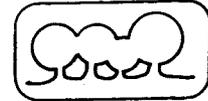
Each personnel policy and procedure shall be reviewed to identify any barriers or potential barriers to equal employment opportunity. The results of this review shall be a part of the agency's Plan.

Recruitment efforts and activities of the Personnel Division shall be supported and supplemented by aggressive, continuous efforts of each agency.

All job vacancies shall be advertised in such a manner that prospective applicants are aware that recruitment is taking place. Methods to accomplish this active recruitment include, but are not limited to:

1. Communications with leaders of organizations representing minorities, women and the handicapped
2. Advertisement in newspapers and other resources sponsored by organizations representing minorities, women and the handicapped
3. Providing information on job opportunities to all educational institutions

All recruitment activities shall emphasize that the agency is an Equal Employment Opportunity employer. Language or photographs shall not imply inequality between any group or class of persons. Photographs and illustrations shall depict State Government as an employer of all groups in every category of work.



The application form shall contain only job related questions. For purposes of statistical analysis and compliance with reporting requirements such items as race, sex and handicap may be included on the application. The purpose for requesting the information shall be stated on the application and the applicant must be informed that the provision of this information is voluntary. This section of the application shall be deleted prior to forwarding the application to any hiring supervisor.

It is the responsibility of every State agency to take aggressive steps to recruit minorities, women and the handicapped; to assure that barriers to equal employment opportunities do not exist is not sufficient.

All selection instruments including written, performance or oral tests, education and experience requirements and personal interviews must be designed to measure job related factors and to assure equal employment opportunity for all job applicants. All appointing authorities shall assure that the evaluation of applicants takes into consideration only job related criteria. Each State agency shall:

1. Conduct a comprehensive analysis of every job classification to assure that all requirements are job related and do not discriminate against any group or class of persons.
2. Cooperate with Personnel Division by collecting and furnishing data necessary to properly validate all selection devices and ensure that they are job related.
3. Cooperate with the Personnel Division to modify job classification requirements which are not job related.
4. Review all selection devices annually to assure their relevance to the classifications for which they are reviewed and to modify them as needed.

Selection for employment shall be based solely on job related factors. Information on the application process shall be readily available to all applicants.

All personnel who conduct employment interviews shall receive training to better equip them to objectively assess the abilities of applicants and to provide a comprehensive overview of equal employment opportunity requirements.



All personnel with appointing authority shall utilize the "Appointment and Promotion Selection Report" to certify that selection decisions were based solely on job related factors. A record of the reasons why certified job applicants were rejected shall be maintained.

The flow of applicants through the application and selection process shall be monitored and analyzed to identify potential and actual sources of discrimination.

Placement shall be based on the requirements of the position. Procedures shall be developed to insure that new employees are properly placed and that plans shall be developed for their career development.

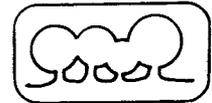
When minority group members, women, the handicapped or older workers are placed in job classifications or organizational units having a low representation of those groups, equal employment opportunity counseling shall occur.

Transfer selection standards and procedures shall conform to Equal Employment Opportunity Commission, Personnel Division and other related rules and regulations. All employees shall be able to compete for any job, using basic minimum qualifications which meet the selection guidelines. Qualified employees offered transfers to areas with better upward mobility opportunities will not lose their seniority and other benefits.

Promotion to vacant positions shall be filled through open competition and shall be based on procedures which insure that the best qualified person for the position is chosen.

All employees shall be assisted in developing their careers to the fullest extent feasible. Employees should be given as much assistance as possible in the form of counseling, job, coaching and training from her or his supervisor or other available resources.

Demotions and terminations shall be based on documentation that the employee's job performance is below standards. All demotions and terminations must follow the rules of the Personnel Division or other responsible personnel sections.



Demotions and terminations shall not occur until efforts to improve the employee's job performance have been exhausted. When an employee's job performance is below standards, the supervisor shall talk to the employee and try to determine the reason(s) and what mutual course of action can be taken. There must be written documentation of such meetings. If a supervisor must demote or terminate a person, the supervisor should make sure he or she has made every effort to integrate the employee into the work environment. Such efforts must be documented in writing. When an employee is demoted, dismissed, or suspended, the employee should be presented the specific reason(s) for the action in writing.

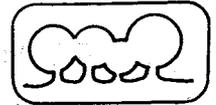
The Agency shall:

1. Conduct exit interviews with all employees leaving the employment
2. Provide a complete report giving specific reasons for termination of employment
3. Audit discharge, demotion and disciplinary procedures
4. Give preferential consideration for re-employment to employees who were laid off for lack of funds, work or abolition of position or other actions which have an effect on layoff

Rate of pay and other forms of compensation shall be provided to all employees on a nondiscriminatory basis. The rate of pay for any classification within State Government must be the same for all employees. Employee benefits shall not be denied to any State employee because of race, sex or handicap.

Training shall be provided on an impartial basis to all levels of employees. Each agency shall utilize a training program to instruct all employees on an ongoing basis. The training will encompass job related materials to better prepare employees for advancement opportunities or orientation on Equal Employment Opportunity/Affirmative Action and related personnel practices. Training may be provided by agency staff or by outside resources.

The educational leave policy and available training programs will be advertised in such a manner that all employees are aware that such assistance is available.



All administrators and supervisors shall receive training which will make them aware of Equal Employment Opportunity guidelines and their responsibilities under the various laws, regulations and Executive Orders.

To facilitate the hiring of disadvantaged persons, trainee classes for persons with qualification below those required for current entry levels shall be established and utilized wherever feasible.

Treatment during employment shall be equal for all employees. Each State employee shall be treated with dignity and respect by all agency personnel. Every supervisor must assure that he/she treats all employees in a positive manner without regard to race, sex or handicap.

Administrators and supervisors shall assure that work assignments are meaningful, contribute to the attainment of agency goals and offer opportunities for career advancement. Assignment of job duties, work place and resulting working conditions are made on a nondiscriminatory basis.

PROBLEM AREA IDENTIFICATION



The analyses of the work force and the personnel policies and procedures should result in the identification of problem areas within the agency that create barriers to or prohibit equal employment opportunity.

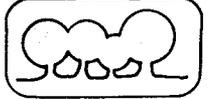
Each agency shall offer all employees an opportunity to participate in a process by which they can provide the agency with their opinions regarding existing barriers to or prohibitions to equal employment opportunity.

The agency's Affirmative Action Plan shall specify the identified problem areas. In a cooperative effort, management and supervisory personnel shall prioritize the problems for the development of action plans to resolve the identified problems.

A high priority for corrective action must be made when any of the following are found:

1. Underutilization or concentration in specific work classifications or minority groups, women or the handicapped.
2. Vertical and/or lateral movement of minority groups, women and the handicapped occurring at a lesser rate than that of other employees
3. The selection process eliminates a significantly higher percentage of minority groups, women and the handicapped.
4. Position descriptions which are inaccurate in relation to the actual functions and duties or in relationship to the minimum requirements
5. Tests and other selection methods which are not validated or which screen out a higher rate of minorities, women or the handicapped than that of other applicants
6. Agency sponsored seminars workshops, programs and training sessions for career improvement which have a lesser rate of participation of minorities, women and the handicapped than that of other employees
7. Evidence of nonsupport of agency policy by manager, supervisors and employees

GOAL, TIMETABLE AND ACTION PLAN DEVELOPMENT

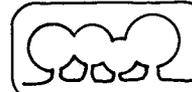


Agency management and supervisory personnel shall develop goals, timetables and action plans according to the priorities established for addressing the identified problem areas. These shall become a part of the agency's Affirmative Action Plan. In developing this component of the Plan, the following guidelines should be followed:

1. Goals must be result-oriented, measurable and realistic
2. Timetables must identify the time period within which the goal must be accomplished
3. Action Plans must specify how the goal is to be accomplished:
 - (a) The sequence of activities which must be completed
 - (b) The person/persons responsible for the completion of each activity
 - (c) The date by which each activity must be completed

Reference should be made to Appendix C for a recommended format for the agency's goals, timetables and action plans.

PLAN EVALUATION, REVIEW, REVISION AND UPDATING



Every agency must develop a method for evaluating the implementation of its Affirmative Action Plan. The evaluation must be an ongoing process, the results of which should be summarized annually and be made available to all employees.

An internal auditing and reporting system must be a component of the evaluation process. It should include:

1. Records of referrals, placements, transfers, promotions, and terminations at all levels.
2. Formal reports from managers on a scheduled basis which reflect the progress on the accomplishment of action plan and steps to accomplish the agency goals.
3. Scheduled review meeting with all levels of supervision to report the results of Plan implementation.

The evaluation review, revision and updating of the agency's Plan must be completed on an annual basis. The results of these processes must be forwarded to the Office of Affirmative Action, with a copy of the revised Plan, by January 15, of each year.

The Office of Affirmative Action will utilize all available information and data to evaluate, review, revise and update the State's Affirmative Action Plan. The State Plan will become a document whereby the State's progress in providing equal employment opportunity can be monitored and enhanced. It shall reflect the State's level of involvement in achieving the goals of a totally integrated work force.

APPENDIX A

SAMPLE REPORTING FORMS

The following forms are submitted as samples or modes which may be adopted and utilized by the individual agencies to meet their reporting needs.

AFFIRMATIVE ACTION MONTHLY REPORT

AGENCY: _____

(Form A)

REPORT DATE FROM: _____ TO _____

EMPLOYMENT PROCEDURES	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		HANDICAPPED	
	M	F	M	F	M	F	M	F	M	F	M	F
INTERVIEWED:												
HIRED:												
HIRES BY GRADE:												
1-10												
11-15												
16-20												
21-30												
EXEMPT:												

APPLICANTS CERTIFIED _____
 APPLICANTS INTERVIEWED _____
 TOTAL NUMBER HIRED: _____

MINORITIES:
 HIRED: _____
 INTERNAL PROMOTION: _____
 DEMOTIONS: _____
 TERMINATIONS: _____

HANDICAPPED:
 HIRED: _____
 INTERNAL PROMOTION: _____
 DEMOTIONS: _____
 TERMINATIONS: _____

REPORT PREPARED BY: _____

 Title

 Date

Additional Affirmative Action Activity (use reverse side of this form)

AGENCY: _____

**AFFIRMATIVE ACTION GOALS
BY JOB CLASSIFICATION**

Legend: M-Male F-Female T-Total
A-Anticipated vacancies
B-Turnovers — terminations

REPORT DATE FROM _____ TO _____

(Form I)

JOB CLASSIFICATION	A	B	# %	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES		HANDICAPPED		
				M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T		
TOTAL EMPLOYEES BY ETHNIC-SEX			#																							
			%																							
			#																							
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			#																							
			%																							
Total — Subtotal			#																							
			%																							

APPENDIX B

Sample format for goals, timetable and action plans.

AGENCY _____

GOAL _____

PRIORITY NUMBER _____

TIMETABLE FOR COMPLETION _____

ACTION STEPS	RESPONSIBLE PERSONS/PERSON	COMPLETION DATE											
		JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
INTERNAL:													
EXTERNAL:													
DEMOTIONS:													
TERMINATIONS:													

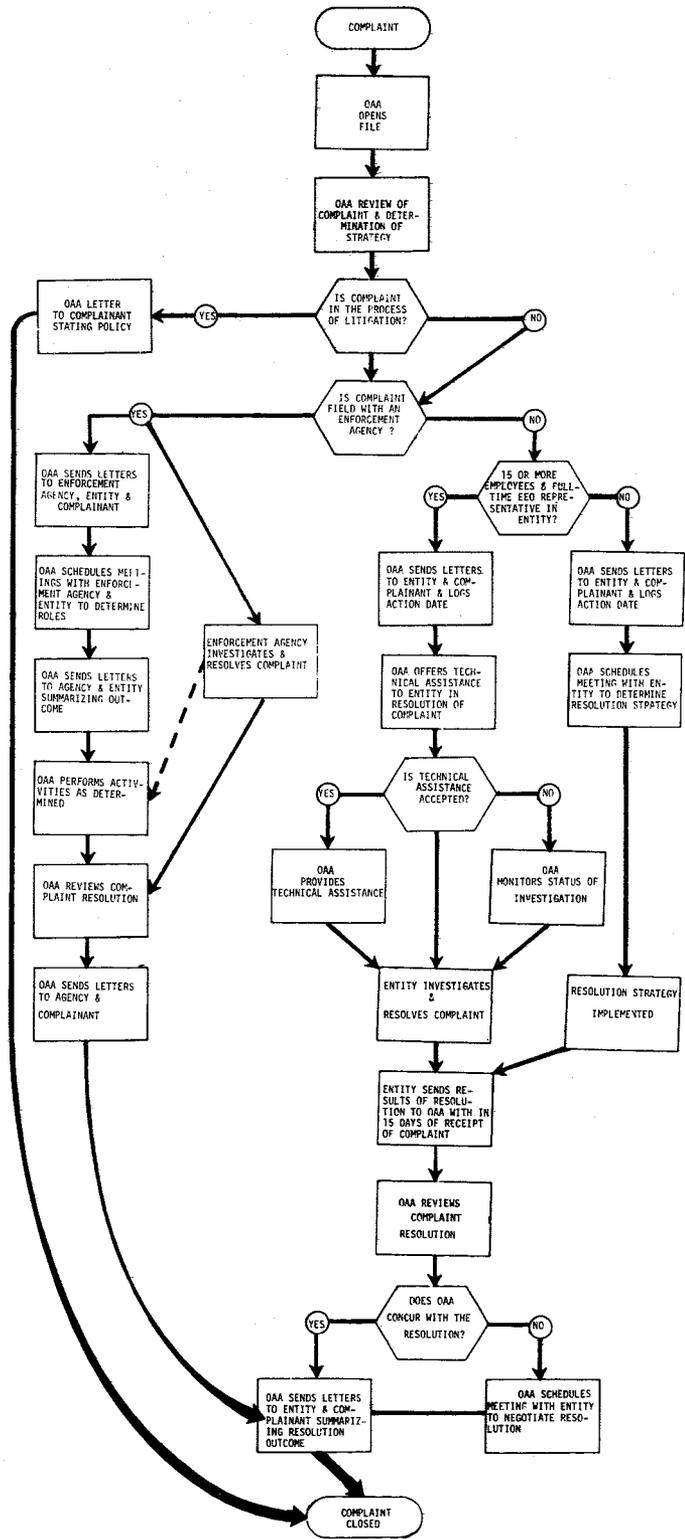
Note: This format may also be used as a device to monitor the completion of the Action Plan. Completion dates (usually the last working day of the month can be denoted by geometric figures (i.e., Δ) and can be filled in when completed (i.e., \blacktriangle)

APPENDIX C

OFFICE OF AFFIRMATIVE ACTION COMPLAINT PROCEDURE

The following Complaint Procedure should be utilized if the alleged discrimination complaint is not resolved at the agency level.

**OFFICE OF AFFIRMATIVE ACTION
COMPLAINT PROCEDURE**



NOTE: The OAA Director will review all major cases prior to resolution