

CV 7.2: G-84

STATE OF ARIZONA
GUIDELINES FOR PREPARING AGENCY
AFFIRMATIVE ACTION PLAN

Bruce Babbitt
Governor

Prepared by
Governor's Office
of Affirmative Action

Ron Johnson
Director

August, 1983

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BRUCE BABBITT
GOVERNOR

OFFICE OF THE GOVERNOR
STATE HOUSE
PHOENIX, ARIZONA 85007

IN REPLY
REFER TO:

It is the policy of the State of Arizona to treat each employee with dignity and to maintain an environment where every employee can contribute to the maximum of his/her own potential.

As Governor of the State of Arizona, I pledge my full support to strengthen and enhance all opportunities for equal employment in Arizona. Cooperation in complying with affirmative action laws and guidelines is expected of all personnel.

Sincerely,

A handwritten signature in black ink, appearing to read "Bruce Babbitt".

Bruce Babbitt
Governor

BRUCE BABBITT
GOVERNOR



RON JOHNSON
DIRECTOR

Governor's Office of Affirmative Action

1700 WEST WASHINGTON, SUITE 260
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The Governor's Office of Affirmative Action, under the direction of Governor Babbitt, is strengthening its goal-oriented approach to affirmative action. Toward this objective, the following four major programs are being reinforced.

This office will revise the State Guidelines based on progress and problems identified through our affirmative action field review. Through this process, the revision will insure a true course for affirmative action at the state level.

Second, greater emphasis will be placed on those initiatives which exist as affirmative action to overcome residual effects of inadvertent discrimination. Through full utilization of initiatives, we will achieve that level of equality which is the right of all persons, regardless of race, color, sex, religion, national origin, age, disability status or political affiliation.

A third area of emphasis addresses the employment rights of disabled individuals. We will continue the process of removing stereotypes and myths which have plagued this segment of our population for much too long. To insure the effectiveness of this program, we will conduct training workshops to acquaint agency officials with their responsibilities and available resources.

A fourth area of emphasis will address the issue of sexual harassment which, in addition to being a personal violation, creates an atmosphere that is not conducive to work. Again, training workshops will be provided to address this issue.

Our primary objective is to assist state agencies in developing and implementing equal employment opportunities and affirmative action plans and activities. The additional efforts emphasized in these areas will result in a current and reliable response to the needs of agencies as well as the private and public sector. Through application of the necessary tools, affirmative action within state agencies will result in a true realization of equal employment opportunity for all.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Johnson", with a long horizontal flourish extending to the right.

Ron Johnson
Director

INTRODUCTION

The State Affirmative Action Guidelines will assist Arizona state agencies in the revision, implementation and improvement of equal employment opportunity and affirmative action plans. As a prerequisite to change, a clear understanding must exist concerning the tenets of affirmative action and their relationship to equal employment opportunity and nondiscrimination.

In the past, there has been a tendency to blend the terms "nondiscrimination", "equal employment opportunity" and "affirmative action". A brief discussion of these three terms will serve to clarify misinterpretation and provide a proper perspective for state agencies to utilize in undertaking bona fide affirmative action efforts.

Nondiscrimination is a passive approach to equal employment opportunity. In effect, it states, that employers will treat all employees and applicants for employment equitably. However, there is no provision here to correct discriminatory employment procedures. If the process is inherently discriminatory, equitable treatment under the procedure cannot occur. Therefore, nondiscrimination alone cannot be regarded as effective affirmative action.

Equal Employment Opportunity is the condition whereby all employment processes and circumstances operate to afford an equitable opportunity to all individuals, irrespective of nonmerit principles such as race, color, sex, religion, national origin, age, disability status (except when any of these factors is an existing bona fide occupational qualification) or political affiliation (except for certain specified employees in the unclassified service).

Affirmative Action is the process through which equal employment opportunity is realized. It is the comprehensive term for all the programs in which the employer actively participates to attain the status of equal employment opportunity.

Since affirmative action is a process, it is susceptible to change. Shifting requirements, reinterpretation by the courts, new legislation and reallocations of responsibility all dictate revisions in processes. Therefore, this guide to the process of affirmative action will also require revision. Unless the guidelines used by Arizona are current, they are vulnerable to disuse.

The State Affirmative Action Guidelines have been designed to permit flexibility in its application by state agencies with diverse needs. Consequently, state agencies are requested to implement this plan with vigor, innovation and intelligence. Equal employment opportunity is the law. Effective affirmative action is the means for fulfilling lawful responsibility.

Since Arizona State Government is committed to the development of an effective affirmative action program, the Governor's Office of Affirmative Action solicits the active participation of agencies, organizations and individuals. Anyone wishing to make recommendations or suggestions concerning the State Affirmative Action Guidelines is encouraged to do so.

Agencies Responsible For Submitting Affirmative Action Plans

Agencies with a work force of 15 or more permanent positions for a fiscal year are required to submit an affirmative action plan. According to the Equal Employment Opportunity Commission, (E.E.O.C.), all political jurisdictions are amended by the Equal Employment Opportunity Act of 1972. Those same agencies are also required to keep records relating to equal employment opportunities and affirmative action. Although the statistical data requires the combining of political jurisdictions data to complete the report, separate data for each agency must be maintained.

E.E.O.C. defines an employee as "an individual employed by a political jurisdiction, who is on the payroll of that jurisdiction, regardless of the source of the funds by which the worker is paid". The following is an exception from the definition: The term "employee" shall not include any person elected to public office, in any State or political subdivision of any State by the qualified voters thereof, or any person chosen by such officer to be on such officer's personal staff, or an appointee on the policy making level or an immediate adviser with respect to the exercise of the constitutional or legal powers of the office. The exception set forth in the preceding sentence shall not include employees subject to the civil service laws of State government, governmental agency or political subdivision.

**GOVERNOR BABBITT'S
EXECUTIVE ORDER**

EXECUTIVE ORDER

NO. 83-5

SUPERCEDING EXECUTIVE ORDER 77-11
CONCERNING STATE AFFIRMATIVE ACTION

WHEREAS, the State of Arizona is dedicated to the belief in the freedom and equality of its citizens and is committed to take a leadership role in the establishment of a policy of nondiscrimination and equal employment opportunity; and

WHEREAS, discrimination because of race, color, sex, religion, national origin, age, disability status or political affiliation is prohibited except when any of these factors is an existing bona fide occupational qualification; and

WHEREAS, the policy to provide equal employment opportunity includes but is not limited to:

1. Hiring, placement, upgrading, transfer or demotion;
2. Recruitment, advertising and all solicitation for employment;
3. Treatment during employment;
4. Rates of pay or other forms of compensation;
5. Selection for training;
6. Layoff, termination or reinstatement;
7. State Service examination processes; and

WHEREAS, the commitment to eliminate barriers to equal opportunity is specified by state and federal law;

NOW, THEREFORE, pursuant to the authority vested in me as Governor and chief executive of the State of Arizona, I hereby order and direct the following actions:

1. The Governor's Office of Affirmative Action shall be the agency responsible for coordinating, facilitating and monitoring affirmative action policies and programs within state government;
2. The Governor's Office of Affirmative Action shall have the responsibility for the preparation, administration and update of the State Guidelines for equal employment opportunity within state government;
3. State agencies shall establish and annually update an Agency Affirmative Action Plan within the parameters of the State Guidelines;
4. State agencies shall include in their agency Affirmative Action Plan the development of reasonable goals and timetables to address underutilization of minority, female and handicapped persons;
5. The Governor's Office of Affirmative Action shall, at regular intervals, monitor and evaluate agency Affirmative Action Plans required in the State Guidelines. State agencies shall cooperate with the Governor's Office of Affirmative Action in the development and maintenance of the State Affirmative Action Guidelines.
6. State agencies shall cooperate with the Governor's Office of affirmative Action in the preparation of the State and Local Government Information (EEO-4) annual report.
7. The Director may:
 - A. On behalf of the Governor and the State, accept grants and matching funds for the conduct of programs which are designed to develop and implement equal employment opportunities and Affirmative Action policies and programs.
 - B. Expend available funds, use its facilities and provide service to promote equal employment opportunities in State government and to provide matching contributions under Federal and other programs designed to promote equal employment opportunities and practices.

C. Make quarterly reports to the Governor on its activities, its finances and the scope of its operations.

8. An Affirmative Action Advisory Council is established which shall be appointed by the Governor to advise and assist the Office of Affirmative Action in carrying out its duties and responsibilities.

Executive Order no. 77-11 is hereby superceded by this Order and the force and effect of said Executive Order is hereby rescinded.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Arizona.

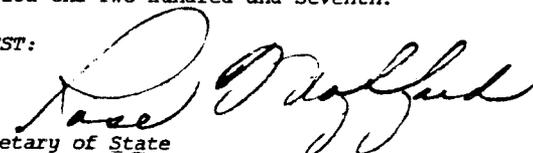


G O V E R N O R



Done at the Capitol in Phoenix this thirty-first day of August in the Year of Our Lord, One Thousand Nine Hundred and Eighty-Three and of the Independence of the United States of America the Two Hundred and Seventh.

ATTEST:



Secretary of State

*"Affirmative Action Is Not Giving
People A Break, But Rather A Remedy
For A Handicap..."*

CHAPTER I

CHAPTER I

CONTENT OF STATE AGENCY AFFIRMATIVE ACTION PLANS

Each agency will submit its Fiscal Year 1983-84 Affirmative Action Plan to the Governor's office of Affirmative Action by September 30, 1983. Each plan will contain:

- Policy Statement
- Work Force Analysis
- Goals and Timetables
- Program Analysis
- Summary of Activities

Following are guidelines for preparing each component of the plan.

Policy Statement

The affirmative action plan submitted by a state agency must contain a policy statement signed by the agency head, declaring commitment to the principles of equal employment opportunity and affirmative action.

The policy statement will convey the following minimum provisions.

1. All personnel transactions shall be based upon merit principles without regard to race, color, sex, religion, national origin, age, disability status (except when any of these factors is an existing bona fide occupational qualification) or political affiliation (except for certain specified employees in the unclassified service).
2. All management personnel shall actively support recruitment and career development programs to insure equitable representation of minority, female and handicapped persons in all job categories.

Work Force Analysis

Each agency plan will contain a workforce analysis chart which shows the composition of the agency workforce by ethnic, sex and handicapped categories. The Department of Administration, will provide quarterly workforce analysis for agencies that are provided statistical data by the Personnel Division (see Appendix "I").

Agencies not included in Appendix "I", not receiving statistical data from the Personnel Division will be responsible for providing their own workforce analysis chart. A sample workforce analysis chart prepared by the Department of Administration, Personnel Division is included in Appendix "A".

The positions encompassed in the analysis shall be all permanent positions, which includes all permanent classified full-time and part-time positions. The agency will prepare one chart for full-time and one chart for part-time positions. The workforce analysis charts will record employees holding permanent positions as of June of each year.

Agencies will continue to provide whatever additional reports are required by OFCCP, FHWA, and other federal agencies. Those reports do not take place of the workforce analysis chart required in the State Affirmative Action Guidelines.

The Personnel office for each agency will furnish the Governor's Office of Affirmative Action information about temporary, seasonal and limited positions.

Availability Analysis

An availability analysis entails determining each protected group's availability for employment.

An availability analysis yields a percentage figure referred to as an availability standard. Availability standards for each Standard Metropolitan Statistical Area (SMSA) i.e., Maricopa, Pima and the balance of the state for the protected classes are included in the availability analysis chart in Appendix "B".

Note: The Arizona Department of Economic Security has not yet provided availability analysis data for each EEO Category. Therefore, we have used the protected group percentage of the relevant area in each category for the 1983-84 fiscal year.

Goals and Timetables

The affirmative action plans for agencies will contain one set of Goals and Timetables Charts. A set of charts consists of:

- Goals and Timetables: Females
- Goals and Timetables: Blacks
- Goals and Timetables: Hispanics
- Goals and Timetables: American Indians
- Goals and Timetables: Asians

Replicating and completing the charts will enable goals to be established for agencies. Sample charts and accompanying instructions are included in Appendix "C".

ATTENTION

GOALS AND TIMETABLES FOR THE EMPLOYMENT OF PROTECTED GROUP PERSONS MUST NEVER BE CONSTRUED OR INFERRED TO MEAN A QUOTA SYSTEM (SEE DEFINITIONS).

Program Analysis

A program analysis must be included in all affirmative action plans. Program analysis is a process by which problems are isolated and activities for resolution outlined. A program analysis is accomplished by identifying:

- Problems
- Objectives
- Action Items
- Responsible Persons
- Target Dates
- Accomplishment Dates
- Results

The following instructions are presented in the format which must be used in conducting a program analysis.

Problem:

There are two general types of problems to be identified under the "problem" headings.

The first type relates to underutilization. Each instance of underutilization noted on the Goals & Timetables Charts will be briefly described under separate "problem" headings. This description must specify the protected group, the EEO category and, when applicable, the organizational unit. In cases where more than one protected group is being underutilized in an EEO category and all circumstances relating to this underutilization are identical, one problem statement may encompass these groups.

The second type of problem to be identified concerns systemic program deficiencies which affect the overall quality of the state agency's affirmative action endeavors. The identification of a program deficiency must be based upon a review of program activities. Further, the identification of a program deficiency must be of sufficient detail to convey the nature and ramifications of the problem. If the program deficiency affects the entire state agency, state this fact. If the program deficiency is concentrated in a certain number of organizational units, specify the unit or units. Program deficiencies identified may include, but are not limited to:

- Recruitment
- Relationship between job specifications and job responsibility
- The relationship between examinations for employment and required qualifications
- Preemployment interview inquiries
- Exit interview procedures
- EEO complaint procedures
- Agency Grievance procedures
- Work environments
- EEO administration
- Data collection
- Training opportunities
- Reasonable accommodation

Objective:

There are two general types of objectives to be specified under "objective" headings.

If the problem identified under the "problem" heading related to underutilization, the objective identified under the corresponding "objective" heading will also relate to underutilization. Specifically, an objective relating to underutilization will:

- a. Target a particular EEO category and, when feasible, target individual job classification;
- b. State a reasonable projection of the number of persons from the particular protected group to be employed in each targeted EEO category by the end of the fiscal year.

If the problem identified under the "problem" heading related to a systemic program deficiency, the objective identified under the corresponding "objective" heading will also relate to a systemic deficiency. The objective will be a general statement of commitment to alleviate the systemic program deficiency.

Action Item:

Action items are concrete specific activities initiated to achieve an objective. Action items will address either an objective related to underutilization or an objective related to a systemic program deficiency.

Action items related to underutilization must detail those activities which will lead to the employment of protected group persons in particular EEO categories and job classifications stated in the "Objective". Action items to achieve objectives related to underutilization may refer to subjects such as:

- Specific recruitment sources
- Noncompetitive promotions
- Transfer lists
- Publicity
- Rearranged work schedules
- Equivalency statement requests

Action Items related to systemic program deficiencies must detail those activities which will serve to accomplish a stated objective.

Responsibility:

List the person or persons (name, title and telephone number) responsible for the action item.

Target Date:

The target date is the date upon which the action will be completed. For those activities which are ongoing, enter "Ongoing Activity" and the date upon which the activity will be initiated.

Accomplishment Date:

The accomplishment date is to be recorded upon completion of the action item.

Results:

At the end of the fiscal year for which the plan is written, indicate whether or not the action item has been accomplished. If the action item has not been accomplished, explain in sufficient detail:

- Difficulties encountered
- Methods chosen to address difficulties
- The degree to which the action item was successful as a means for meeting the objective

Sample program analyses are included in Appendix "D".

Summary of Activities

Each agency will complete and submit to the Governor's Office of Affirmative Action a set Summary of Activities charts consisting of:

- Summary of Activities: Blacks
- Summary of Activities: Hispanics
- Summary of Activities: American Indian
- Summary of Activities: Asians
- Summary of Activities: Females
- Summary of Activities: Handicapped Persons

The Department of Administration will provide part of the statistical data needed for this report for agencies that are provided statistical data by the Personnel Division. The agencies that do not receive statistical data from the Personnel Division will be responsible for preparing their own reports.

A set of Summary of Activities charts will be completed for the periods of July through September; October through December; January through March; April through June. The chart and instructions for completion are included in Appendix "E".

*"Except In Occasional Emergencies
There Is Not Much That One Can Do For
Another, Other Than To Help Him To
Help Himself..."*

CHAPTER II

CONTENT OF AFFIRMATIVE ACTION FILES

Each agency submitting an Affirmative Action Plan must maintain an Affirmative Action File. The Governor's Office of Affirmative Action will review this file during its field review of the Agency.

The following information will be maintained in each state agency's Affirmative Action File.

- A copy of the State Guidelines for Preparing Agency Affirmative Action Plan.
- A copy of the Agency's Affirmative Action Plan
- Records substantiating dissemination of agency's commitment to state equal employment opportunity policy
- Records substantiating dissemination of the agency's affirmative action plan
- Records substantiating EEO training received by personnel involved in the administration of employment transactions
- Copies of recruitment letters transmitted
- Records of advertising requests transmitted to media and advertisements published
- A list of persons receiving any tuition reimbursement (monetary or in-kind) and the protected group status of such persons
- Records substantiating the provision of upward mobility to protected groups i.e., management development program and executive service
- A copy of any preemployment interview guidelines in use by the agency
- BFOQ (Bona fide occupational qualification) used by the agency
- Records substantiating dissemination of state policy on preemployment inquiries to persons involved in the hiring process
- A copy of the agency grievance procedure
- A copy of the agency EEO complaint procedure
- Records substantiating dissemination of agency's EEO complaint procedure to all personnel
- A copy of all completed quarterly reports submitted by the agency

- Records of completed Action Items
- Records documenting each organizational unit's progress toward meeting goals to address underutilization
- Organizational charts for the state agency and all organizational units
- The list of unclassified positions exempted from the agency's affirmative action program
- RESTRICTED ACCESS: Completed Employee Disclosure of Handicap forms
- RESTRICTED ACCESS: Records substantiating the provision of reasonable accommodation to handicapped persons
- RESTRICTED ACCESS: Records of complaints processed through the informal EEO complaint procedure
- RESTRICTED ACCESS: Records of formal EEO charges filed against the state agency and their disposition

NOTE:

It is acknowledged that recruitment and advertising is the primary function of the Personnel Division, however (if feasible) agencies who find themselves underutilized in many categories would be considered to be showing a "good faith effort" by recruitment for employees themselves. (See Recruitment Guidelines).

*"A Man Can Fail Many Times, But He
Isn't A Failure Until He Begins
To Blame Somebody Else..."*

CHAPTER III

POLICY AND PROCEDURES

As questions arise in relation to any aspect of the state affirmative action program, the Governor's Office of Affirmative Action may issue formal statements to clarify policy and procedure. When an agency receives such formal statements, the statements shall be placed in the Policy and Procedures chapter of the State Guidelines.

Policy on Reasonable Accommodation.

State agencies shall incorporate reasonable accommodation into personnel practices in order to facilitate the employment and advancement of qualified handicapped persons. Reasonable accommodation is any modification made by an employer which increases the independence and efficiency of qualified handicapped persons through the elimination of physical and procedural barriers to employment and which does not present an undue hardship on the performance of the agency.

Policy on Disability Classification.

Any person who has a medically determinable physical or mental impairment which substantially limits one or more major life activities or has a record of such impairment is defined as a handicapped person.

Handicapped Classifications:

VISUAL	Persons eligible as visually impaired must be at least legally blind with visual acuity of 20/200 or less in one or both eyes after correction. Restriction of the visual field by 20 degrees or more also constitutes eligibility.
HEARING	Persons who are unable to understand normal conversation because of hearing loss are considered eligible for affirmative action efforts. Persons who require an assistive hearing device for telephones are eligible as well.
SPEECH	Eligibility includes persons who cannot speak intelligibly in a normal conversation. Functional loss of speech or the inability to speak are also acceptable criteria.
PHYSICAL	Persons with impaired trunk, limbs, central nervous system or internal organs and glands may declare a physical disability. The impairment must be medically diagnosable as severe enough to require "reasonable accommodation" from the employer.
LEARNING	Impairments resulting in cognitive dysfunction are considered learning disabilities (examples would include mental retardation, autism, dyslexia).
OTHER	This selection is reserved for persons who feel that none of the five categories above adequately reflect their

disability, but consider themselves treated as being disabled. For example, persons with only a medical record of mental or physical disability could qualify under this category.

Employee Disclosure of Handicap Forms

Data received on these forms will be used in the preparation of Work Force Analysis: Handicapped Persons charts and Summary of Activities charts. A sample form is provided in Appendix "F".

1. Responsible officials will make Employee Disclosure of Handicap Forms conveniently available to all employees holding permanent positions. The forms must be made available on a continuous basis. Special attention should be given to assuring the availability of the forms to newly hired employees.
2. Management personnel will encourage cooperation and participation by employees. Procedures for encouragement will not be construed in any fashion to permit coercion. The information an employee may choose to disclose will be on an absolutely voluntary basis.
3. Only permanent disabilities will be reported on the disclosure forms.
4. Completed forms will be maintained in the state agency's Affirmative Action File under restricted access.

Policy Clarification of "Substantially Limiting Condition".

The following policy clarification is based on a district court decision in the case of E.E. Black, Ltd. v. Marshall, F.E.P. Cases 1253 (D.Hi 1980). The court found in favor of the complainant. In this decision the district judge ruled that "substantially limited" and "substantial handicap to employment" (substantially limiting condition) must be determined in light of the individual job applicant and not primarily on the impairment. Therefore, due to differences among individuals, a case by case determination of substantially limiting conditions must be applied whenever the impairment or perceived impairment of a qualified job seeker constitutes a substantial barrier to employment.

Factors which should be considered in making this determination include the number and type of jobs from which the individual is disqualified, the types of jobs to which the rejection would apply and the geographic area to which the person has reasonable access. After considering the individual's own job expectations and training, the individual's impairment or perceived impairment would constitute a substantially limiting condition if the individual were disqualified from the same or similar jobs offered by similar employers in the geographic area.

Policy on Affirmative Action Program Implementation.

Responsibility for implementation of state agencies' affirmative action programs shall be in accordance with the following minimum provisions. Each official and employee listed below will respect and maintain the maximum amount of confidentiality in appropriate areas.

Appointing Authorities

1. Appoint appropriate EEO personnel
2. Review and approve affirmative action programs
3. Issue firm commitments to affirmative action objectives
4. Review recommendations by agency EEO personnel
5. Supervise the implementation of affirmative action programs

EEO Personnel

1. Prepare the content of the affirmative action plan
2. Report affirmative action progress to appropriate personnel
3. Make recommendations to personnel officers
4. Provide access to affirmative action training
5. Attempt informal mediation of EEO complaints
6. Prepare and maintain an Affirmative Action File

Personnel Managers

1. Utilize any special programs for promotion and selection to address underutilization of protected group members, if possible.
2. Review recommendations by state and other EEO personnel
3. Cooperate in an effective recruitment process for affirmative action compliance, if feasible.
4. Cooperate in the setting of goals and timetables

Supervisors

1. Provide appropriate information to EEO personnel for inclusion in the Affirmative Action File
2. Establish and maintain accurate records of all employment activities
3. Establish a nondiscriminatory work environment
4. Eliminate bias in hiring and promotion considerations
5. Actively support recruitment and employees development programs for protected groups persons

Other State Employees

1. Treat co-workers in an equitable manner
2. Participate in the recruitment of protected group persons
3. Be familiar with the agency affirmative action program

Policy on Formal Dissemination of Affirmative Action Information.

The following entities shall be informed of the State of Arizona's commitment to EEO policy:

- all agency personnel, particularly managers and supervisors
- recruitment sources
- potential applicants
- appropriate community groups
- protected group organizations

Personnel involved in the administration of employment transactions shall be familiar with the content of the state agency's affirmative action plan.

All personnel shall be aware of and have access to the state agency's affirmative action plan.

The agency affirmative action plan is a public document and will be available to anyone upon request.

Policy on Selection of Qualified EEO Personnel.

Qualifications of EEO personnel shall include:

1. Commitment and knowledge of practices and principles of affirmative action
2. Knowledge of personnel procedures
3. Possession of effective communication skills
4. Ability to organize and maintain records
5. Knowledge of protected group recruitment sources
6. Experience or potential for training in equal employment opportunity
7. Knowledge and understanding of the importance of confidentiality in EEO related activities
8. Knowledge of civil rights, EEO and affirmative action rules and regulations

Policy on Informal EEO Complaint Procedure.

Any agency which does not fall under the jurisdiction of the Merit System grievance procedure must establish and publicize an EEO complaint procedure which contains the following provisions:

1. The commitment of the appointing authority to cooperate in the informal EEO complaint process
2. The authority of EEO Coordinators to mediate EEO complaints
3. The steps to be followed in the complaint process
4. The time frame for the various steps in the complaint process
5. The right of the complainant to file formal charges with appropriate enforcement agencies
6. The assurance of maximum possible anonymity to the complaint
7. The complainant's right to have another person present to represent the complainant's concerns
8. The guarantee of nonretaliation to the complainant

The agency informal EEO complaint procedure must be approved by the Governor's Office of Affirmative Action.

*"A Candle Loses Nothing By Lighting
Another Candle..."*

CHAPTER IV

AFFIRMATIVE ACTION REVIEW PROCESS

Introduction

As mandated by executive order, the Governor's Office of Affirmative Action is the coordinating agency responsible for implementation of State Affirmative Action Policy.

As part of that responsibility, the Governor's Office of Affirmative Action will periodically conduct on-site reviews of state agencies.

The review and evaluation process will consist of four phases:

1. Notice of on-site review
2. Internal file audit
3. On-site review
4. A.A. compliance evaluation report

Notice of On-Site Review

The Governor's Office of Affirmative Action will contact the agency one to four weeks prior to review. This initial contact is informal and usually made by telephone to the agency's EEO Officer. The EEO officer is informed of the impending on-site review and is requested to determine a time convenient to the agency for the Governor's Office of Affirmative Action staff to be present. The agency EEO Officer then notifies the Governor's Office of Affirmative Action and relates a date or dates convenient to the agency for an on-site review. Any such dates will not exceed four weeks from the date of initial contact, nor occur prior to one week from the initial contact date.

Once the schedule for the on-site review has been mutually established between the Governor's Office of Affirmative Action and the agency, written confirmation of the impending on-site review is transmitted. Such notice is written to the agency head and a copy is sent to the agency EEO Officer. The formal written notice is transmitted prior to the scheduled date of the on-site review.

The formal notice of impending on-site review contains the foundation empowering the Governor's Office of Affirmative Action to review the agency; the date, time and location of the review; the personnel requested to be present at the opening interview; the names of the Governor's Office of Affirmative Action staff who will conduct the on-site review. Attached to the formal notice of review will be a list of the factors to be evaluated during the on-site review.

Internal File Audit

Following the establishment of an initiation date for the on-site review, the Governor's Office of Affirmative Action will conduct an audit of its internal file on the agency being reviewed. Among other documents, the agency's affirmative action plan and quarterly reports will be examined.

The internal file audit will determine the agency's progress and the identification of potential problem areas.

On-Site Review

The purpose of the on-site review is to assess the agency's affirmative action efforts. This is accomplished by reviewing agency information documenting affirmative action activities.

The length of time to be spent on an agency's on-site review is contingent on four primary factors:

1. The size of the agency's work force
2. The organizational structure of the agency's work force
3. The geographical dispersion of the agency
4. The degree of success exhibited by the agency's affirmative action efforts

Prior to reviewing the agency's affirmative action efforts, a meeting with the agency head will be requested. The purpose of this meeting is to answer questions about the field review and to discuss potential areas of concern. It is advantageous for the agency head to be accompanied by the agency's EEO Officer in this meeting, as much of the information discussed directly relates to the Officer's responsibilities. The agency head may have additional personnel present, if desired.

Following the opening meeting, staff will begin an examination of agency documents. At the time the on-site review commences, the agency will have available all information and personnel requested in the formal notification letter. If any data is omitted, the agency should have an appropriate explanation for the omission. Required information is not to be sent to the Governor's Office of Affirmative Action unless expressly requested.

After reviewing each of the factors, the staff will conduct a disposition interview with the agency head. This meeting is at a mutually agreed upon time and is used to inform the agency head of any profound situations which require immediate attention. Additionally, the agency head is informed of the approximate time by which a report may be expected.

EEO Compliance Evaluation

Information obtained through the internal file audit and the on-site review is consolidated by the staff. The consolidated material is then incorporated into a report to the agency head. The report identifies any deficiencies found during the on-site review. The report is written in a format which lists a finding or group of related findings followed by a recommendation or group of recommendations.

Affirmative Action Evaluation Appeal Procedure

Agencies who disagree with any finding should contact the Governor's Office of Affirmative Action in writing within fifteen (15) days after the report is received by the

agency. The written notice must specify each factor and finding with which the agency disagrees, as well as the basis for disagreement. The staff will then respond in writing to schedule a meeting with pertinent personnel in the agency to discuss concerns.

*"While No One Should Quit Because The
Going Gets Rough, It May Be Wise To
Take A Moment To See If There Isn't
An Easier Way To Reach The Same
Destination..."*

Recruitment Guidelines

OUTREACH RECRUITMENT OF MINORITIES AND WOMEN

This section describes the practical approaches which can be used by state agencies to recruit minorities and women for management, professional and technical positions. The purpose of this aspect of outreach recruitment is to identify individuals from underrepresented groups who have managerial, professional and technical training and guide them into careers in state government.

If your agency does not have positions currently vacant in particular specialities, you can still maintain a contact so that if a vacancy does occur, you will be in a position to refer a candidate for that vacancy.

Effective outreach programs are based on a sound work force analysis to highlight the occupations where the greatest need for special emphasis recruiting exists. The analysis does this by showing any substantial disparities between percentages of minorities and women employed as compared with percentages of those groups available in the work force of the relevant job market who possess the basic job related qualifications. Research is the first step in conducting effective outreach recruitment. It should focus on specific agency needs.

In recruiting minorities and women for professional and technical positions a number of excellent resources are available. Some of those outreach resources are included in Appendix "G".

Activities should be designed to encourage more minorities and women to apply for managerial, professional and technical positions by making sure that recruiting information gets out to prospective candidates and that it conveys a genuine invitation to persons from previously underrepresented groups.

The following are positive outreach recruitment strategies:

- Establish rapport with minority and female candidates in your immediate area and in other States through college and university placement offices or their counterparts.
- In the design of brochures and literature circulated to colleges and universities, strive to display a positive picture of all race, sex, and ethnic groups in all phases of the work in your program.
- Use representatives of underrepresented groups to critique your recruitment policy frequently to ensure that the language does not carry any unintended messages of discriminatory attitudes toward any group.
- Build rapport with minority and female employees and keep in touch with minority individuals who have been successfully placed.

Seek to extend the availability of both the formal and the informal networks to the minority community.

- Develop an outreach strategy designed to find individuals who meet an employer's job related qualifications, get them placed on the job and

provide follow-up support as required to assure success, thus supplying new role models.

- Set up a small, select staff. A small staff facilitates coordination, accountability, and a rapid response to an ever-changing labor market. Also, a small staff is better able to relate to applications on a personal basis, an essential feature of the outreach strategy.
- Encourage consultation with minority and women's groups regarding how to improve the organization's image.
- Seek referrals from minority employees especially managers.

Outreach recruitment programs are most effective when operated by organizations of persons they are designed to serve. Thus, for example, programs designed to place minorities are generally best operated if minorities are involved in the strategies. Such involvement often increases the inherent interest in the mission and further establishes rapport and credibility with the underutilized community served.

The following are normal recruiting tactics which should be used in conjunction with the above special strategies.

- Inform university or other institutional placement offices of the occupational specialities most frequently used by your agency and entry level qualifications for each.
- Explain your recruitment policy and offer to have your agency representatives participate in college and university career-day seminars.
- Invite students with specific majors to visit your agency.
- Colleges and universities sell ads to cover the expenses of their publications. Encourage your agency to post notices of immediate or pending vacancies in these publications.

Each policy decision made by the agency with impacts on the recruiter's role should be discussed with the recruitment staff. This affords the recruiters opportunities to prepare presentations and to answer unexpected questions which often arise during recruitment visits.

In this regard, close contact must be maintained with the personnel staff to accomplish these objectives.

Personnel staff should inform recruitment personnel of Federal policies which have State and local government implications, such as Uniform Selection Guidelines; legislative revisions, especially amendments to EEO laws, interpretations of EEO laws, Merit System Standards, etc.

Personnel staff should provide recruitment staff with technical information often needed to explain a new personnel policy. Personnel staff can assist in the design of brochures and literature which explain testing associated with many entry level positions; they can provide information on the classification

of positions; entry level salaries; fringe benefits; retirement programs and answer other question germane to outreach recruitment. Personnel staff can propose and help implement plans for breaking down barriers to lateral entry at the higher levels.

A strong selling point in recruitment activities is to capitalize on the transferability of skills found in state jobs. Many minorities and women who are living out of their home state may not be aware of recent progress in the hiring of minorities, and in the transferability of their professional skills from state to state. Liberal fringe benefits and flexible vacations are other selling points.

Be thorough in contacts with potential employees. Demonstrate that you are an equal opportunity employer. Treat all potential employees with respect; address them as Mr., Mrs., Ms., or Miss. Avoid small talk; respect each candidate's intelligence. Secure the participation of community outreach groups in your recruitment efforts.

Although most employment interviewers are adequately trained in interviewing, many fail to ask pertinent job related questions. Interviewing should be, at its best, an exchange of ideas, a time of rapport, a kind of intellectual meeting place, and, as a result, a time for the applicant and the interviewer to give and gain insights necessary to make their respective decisions. Most applicants are ill at ease, nervous, and apprehensive. The interviewer who is not aware of this might possibly downgrade a potential employee with such evaluations as "doesn't show well", "couldn't maintain a conversation", "not animated enough", "seems aloof", "too ill at ease", or "probably wouldn't do well under pressure". Such comments are quite common by interviewers, and although they may be accurate, they often fail to take into account the reasons such situations exist.

An outreach recruitment program must satisfy two needs: those of the agency which does the recruiting, and those of the community the agency serves. A high point in outreach recruitment efforts should be community participation and interaction.

Ministerial associations are good resources for locating qualified minorities in the community. Periodic telephone conversations with minority organizations can be vital to the establishment of a link to a community.

Fraternalities, sororities, and other similar types of organizations have established strong reputations in minority communities. Their membership transcends almost all occupational specialties. It is important to locate officers of these types of organizations and to make agency interests and needs known.

Veteran's associations throughout the country offer free counseling services to veterans contemplating separation and retirement from armed forces. These associations should not be overlooked in searching for qualified minorities. Many veterans often move back into the community to look for employment.

Finally, considerable efforts should always be directed toward a good program of supervisory training and development. It is of little value to establish outreach recruitment programs, and then have potential employees turned away because of insensitive managers who may lack the ability to work with all ethnic groups. Supervisors should be provided with training programs which will allow them opportunity to learn more about ethnic groups. They should have some input in the selection of new employees since they provide the day-to-day supervision and appraisals. They should realize that a reduction in turnover will also reduce costs associated with recruiting.

FOLLOWUP

Successful placement does not end the outreach effort. Contact should be maintained after placements have been made to assist with any job related problems which may develop, especially in the training or probationary period. Contact should also be maintained with the employee's immediate supervisor to determine the general impression the applicant has made.

Followup is one of the most important phases of an outreach operation, for it not only helps to assure that the gains are maintained, but also provides a means to obtain information for effectively making more placements. Although various means—including mail and telegram—have been used by outreach organizations to follow up with placements, typically contact is established with the placement directly, either by phone or in person.

As a followup technique, it might be useful to organize placements into a kind of alumni association. Such organizations serve two objectives. First, they provide a support group on which minorities experiencing job difficulties can rely in coping with what may be discrimination and with other problems encountered on the job. Second, they foster the development of an information network, further strengthening the linkage between the agency and the minority community. And developing institutional linkages assists to overcome institutional barriers.

APPENDIX

DEPARTMENT OF ADMINISTRATION WORK FORCE ANALYSIS

Fiscal Year — 06/30/82
Quarter — 06/30/82
Agency

Page 15
Run Date — 05/03/83
Program ID — AZ0701

- 20 -

EEO CATEGORY	TOTAL PERMANENT FULL-TIME POSITIONS	VACANT PERMANENT FULL-TIME POSITIONS	ETHNIC GROUP	TOTAL		MALE		FEMALE		ETHNIC GROUP	TOTAL		MALE		FEMALE	
				NO	%	NO	%	NO	%		NO	%	NO	%	NO	%
A	21	2	WHITE	16	84.2	15	78.9	1	5.3	BLACK	1	5.3	1	5.3		.0
			HISPANIC	2	10.5	2	10.5		.0	AMERICAN INDIAN		.0		.0		.0
			ASIAN		.0		.0		.0	HANDICAPPED		.0		.0		.0*
B	178	20	WHITE	142	89.9	101	63.9	41	25.9	BLACK	2	1.3	2	1.3		.0
			HISPANIC	9	5.9	7	4.4	2	1.3	AMERICAN INDIAN		.0		.0		.0
			ASIAN	5	3.2	4	2.5	1	.6	HANDICAPPED	1	.6	1	.6		.0*
C	71	3	WHITE	58	85.3	46	67.6	12	17.6	BLACK	2	2.9	2	2.9		.0
			HISPANIC	7	1.5	1	1.5	2	2.9	AMERICAN INDIAN		.0		.0		.0
			ASIAN	1	1.5	1	1.5		.0	HANDICAPPED		.0		.0		.0*
D			WHITE		.0		.0		.0	BLACK		.0		.0		.0
			HISPANIC		.0		.0		.0	AMERICAN INDIAN		.0		.0		.0
			ASIAN		.0		.0		.0	HANDICAPPED		.0		.0		.0*
E	28		WHITE	24	85.7	17	60.7	7	25.0	BLACK	1	3.6		.0	1	3.6
			HISPANIC	3	10.7	3	10.7		.0	AMERICAN INDIAN		.0		.0		.0
			ASIAN		.0		.0		.0	HANDICAPPED	1	3.6	1	3.6		.0*
F	364	9	WHITE	262	73.8	57	16.1	205	57.7	BLACK	24	6.8	8	2.3	16	4.5
			HISPANIC	60	16.9	6	1.7	54	15.2	AMERICAN INDIAN	4	1.1	1	.3	3	.8
			ASIAN	5	1.4	1	.3	4	1.1	HANDICAPPED	8	2.3	3	.8	5	1.4*
G			WHITE		.0		.0		.0	BLACK		.0		.0		.0
			HISPANIC		.0		.0		.0	AMERICAN INDIAN		.0		.0		.0
			ASIAN		.0		.0		.0	HANDICAPPED		.0		.0		.0*
H			WHITE		.0		.0		.0	BLACK		.0		.0		.0
			HISPANIC		.0		.0		.0	AMERICAN INDIAN		.0		.0		.0
			ASIAN		.0		.0		.0	HANDICAPPED		.0		.0		.0*
TOTALS	662	34	WHITE	502	79.9	236	37.6	266	42.4	BLACK	30	4.8	13	2.1	17	2.7
			HISPANIC	81	12.9	23	3.7	58	9.2	AMERICAN INDIAN	4	.6	1	.2	3	.5
			ASIAN	11	1.8	6	1.0	5	.8	HANDICAPPED	10	1.6	5	.8	5	.8*

* HANDICAPPED EMPLOYEES ARE SHOWN BY E.E.O CATEGORY, NOT BY ETHNIC GROUP

AVAILABILITY ANALYSIS CHART

(1) _____
State Agency or Organization Unit

(2) _____
Fiscal Year

AREA	Protected Group Percent Of Relevant Area Civilian Labor				
	Blk.	Hisp.	A/I	AS	FM
Maricopa County	2.9	11.5	1.4	1.0	42.2
Pima County	2.6	18.8	2.2	1.0	42.4
Balance of State	1.5	18.5	12.9	.6	40.1
State of Arizona	2.6	14.3	3.9	.9	41.8

Blk Black
 Hisp Hispanic
 A/I American Indian
 As. Asian
 Fm Female

GOALS AND TIMETABLES: (1)

(Name of Protected Group)

(2) _____
State Agency

(3) _____
Fiscal Year

EEO Category	Total Permanent Positions (4)	Availability Standard (5)	Parity (6)	No. in Category (7)	Under Utilization (8)	Total Goal (9)	Timetable Date (10)
A							
B							
C							
D							
E							
F							
G							
H							

- A - Officials/Administrators
- B - Professionals
- C - Technicians
- D - Protective Service
- E - Paraprofessionals
- F - Office/Clerical
- G - Skilled Crafts
- H - Service Maintenance

Instructions for Completing Goals and Timetables Chart

1. Enter the name of the protected group being addressed. (Female, Blacks, Hispanics, American Indians and Asians.)
 2. Enter the name of the state agency.
 3. Enter the fiscal year for which the plan is written.
 4. Enter the number of permanent positions in the EEO Category for the pertinent fiscal year. (Permanent positions are recorded in the Work Force Analysis Charts). If there are no permanent positions for the EEO Category, enter "N/A" and begin next EEO Category.
 5. Enter appropriate Availability Standard. (See Availability Analysis Chart.)
 6. Multiply the figure in Item No. 4 by the percentage figure in Item No. 5. Enter the final figure. This figure is the total number of protected group persons who would be employed in the EEO Category at parity. DO NOT ROUND OFF FIGURES TO LESS THAN ONE DECIMAL POINT (.0).
 7. Enter the total number of pertinent protected group persons currently employed in the EEO Category. See Work Force Analysis Charts:
Females—Work Force Analysis: Race.
Minorities—Work Force Analysis: Sex and Race.
 8. If the figure in Column No. 7 is less than the figure in Column No. 6, enter a negative sign (-). If the figure in Column No. 7 is greater than the figure in Column No. 6, enter a positive sign (+). If the figures in Columns 7 and 6 are identical, enter zero (0).
 9. Project and record the estimated TOTAL number of female and minority persons to be in the EEO Category by the end of the pertinent fiscal year. The goal should be realistic and, thus, take into consideration at least the following factors:
 - a. Anticipated Staffing
 - b. Turnover Rates
 - c. Agency Reorganization
 - d. Position Reallocations
 - e. Budgetary Authorizations
 - f. Layoffs
- All projected goals must be justified by brief and explicit documentation. This documentation must accompany each Goals and Timetables section contained in the state agency's affirmative action plan.
10. Record the date by which the anticipated goal will be met. This date will not exceed the termination of the fiscal year for which the plan is written.

SAMPLE
PROGRAM ANALYSIS
UNDERUTILIZATION

PROBLEM #1

Underutilization of females in the occupational categories of Officials and Administrators; underutilization of Blacks, Hispanics and Indians in the occupational categories of Officials and Administrators, Professionals, Technicians and Para-Professionals.

OBJECTIVE

- (1) To increase the targeted occupational categories of women and minorities to the point that their representation equals their availability in the labor force.

ACTION ITEM #1

To accomplish this objective, the Department will intensify its focused recruitment for Bureau Chief and Unit Manager positions. In addition, the Department will conduct an audit of all job classifications and specifications to identify job group categories which would permit more promotional opportunities by the development of horizontal and vertical career paths for all disciplines within the Department. This process would result in the development and publicizing of career ladders to all existing employees and prospective employees which should enhance the Department's recruitment efforts.

RESPONSIBILITIES

The Director, Assistant Directors, Bureau Chiefs and Section Managers will assume a leadership role in this effort for all Divisions.

TARGET DATE

The target date for this recruitment activity will be ongoing with periodic effectiveness reviews by the Department's Task Force Committee on Recruitment. The job classifications/specifications analysis reviews will be accomplished within 12 months after the appointment of a Task Force Committee on Recruitment.

RESULTS

PROBLEM #2

The Department's prior Affirmative Action Program (AAP) analysis that minorities and women have traditionally been underutilized in the upper management and middle-level management positions. A review of previous employment practices for these selected job classifications has revealed a number of systemic problems. To effectively implement the Department's AAP, all minimum qualifications for each

review of the selection procedures, the Department will develop an in-house management training program to encourage more minorities and women to seek promotional assignments to specified management positions within this agency. This program can also be used by existing managers to improve their job skills in preparation for future job opportunities.

OBJECTIVE

- (1) To increase the numbers of minorities and women in middle level management and upper management job classifications so that at least one affected group member is represented at either the bureau chief or unit manager level within each Division.

ACTION ITEM

To accomplish this objective, the Department will need to expand and intensify its recruitment networks and expend more resources for national advertising and specialized recruitment.

RESPONSIBILITIES

The Task Force Committee on Recruitment will assist the Civil Rights Compliance Office in the development of an ongoing recruitment team and publicity campaign which should increase the number of applications received from targeted groups.

TARGET DATE

The organizing of recruitment teams and the statewide publicity campaign will be accomplished within 30 days and the first group of potential candidates will be available for interview within 60 days of the date of this plan.

RESULTS

SAMPLE
PROGRAM ANALYSIS
SYSTEMIC CONCERNS

Problem: Managers, supervisors, and employer lack of knowledge and misunderstanding regarding actions which constitute sexual harassment.

Objective: Dissemination of sexual harassment information to clarify the issue.

Action Item No. 1: A strong policy statement prohibiting sexual harassment shall be disseminated throughout the agency.

Responsibility: Equal Employment Opportunity Officer.

Target Date: The target date is the date upon which the action will be completed. For those activities which are ongoing, enter "Outgoing Activity" and the date upon which the activity will be initiated.

Completion Date: The completion date is the date upon which the managers and supervisors have completed their sexual harassment training programs.

Results:

Action Item No. 2: Training shall be provided to sensitize managers, supervisors and employees on the subject of sexual harassment.

Responsibility: Equal Employment Opportunity Officer.

Target Date: The target date is the date upon which the action will be completed. For those activities which are ongoing, enter "Outgoing Activity" and the date upon which the activity will be initiated.

Completion Date: The completion date is the date upon which the managers and supervisors have completed their sexual harassment training programs.

Results:

Action Item No. 3: Guidelines shall be developed for expressing complaints and/or concerns on sexual harassment and such guidelines shall be provided to all employees within the agency. Development of guidelines will be coordinated with agency personnel manager.

Responsibility: Equal Employment Opportunity Officer in coordination with agency personnel manager.

Target Date: The target date is the date upon which the action will be completed. For those activities which are ongoing, enter "Outgoing Activity" and the date upon which the activity will be initiated.

Completion Date: The completion date is the date upon which all staff within the agency have received written notification of the sexual harassment grievance procedures and the names of the people to contact when a sexual harassment allegation is identified in the work place.

Results:

Action Item No. 4: Internal mechanisms shall be developed and implemented which assure prompt, confidential and appropriate handling of sexual harassment complaints within the agency.

Responsibility: Personnel and Equal Employment Opportunity Officers within the agency.

Target Date: The target date is the date upon which the action will be completed. For those activities which are ongoing, enter "Outgoing Activity" and the date upon which the activity will be initiated.

Completion Date: The completion date upon which the internal mechanisms shall be developed and implemented within the agency.

Results:

SUMMARY OF ACTIVITIES: (1)

(2) _____
State Agency

(3) _____
Agency Number

(4) _____
Person to Contact/Telephone Number

(5) _____
Fiscal Year

(6) _____
Reporting Period

EEO Category	*Total Permanent Authorized Positions (7)	*Total Protected Group Persons Employed at Start of Fiscal Year (8)	*Total All Persons Interviewed During Current Fiscal Year (9)	*Total Protected Group Persons Interviewed During Current Fiscal Year (10)	*Total All Persons Hired During Current Fiscal Year (11)	*Total Protected Group Persons Hired During Current Fiscal Year (12)	*Total All Persons Separated During Current Fiscal Year (13)	*Total Protected Group Persons Separated During Current Fiscal Year (14)	Net Gain or Loss of Protected Group Persons During Current Fiscal Year (15)	*Total Protected Group Persons Employed at End of Reporting Period (16)	Goal Projected for Next Fiscal Year (17)
A											
B											
C											
D											
E											
F											
G											
H											

* Statistical data to be provided by the Department of Administration, Personnel Division for agencies who received statistical data from Personnel Division.

Instructions for Completing Summary of Activities Chart

1. Enter the protected group (Black, Hispanic, American Indian, Asian, Female or Handicapped Person).
2. Enter name of state agency.
3. Enter the agency number.
4. Enter the name and telephone number of the EEO Official responsible for the report.
5. Enter the fiscal year during which activities occurred.
6. Enter appropriate reporting period during which activities occurred.
7. Enter the total number of permanent positions in each EEO Category for the current fiscal year. If no positions are in an EEO Category, enter "N/A" for that category.
8. Enter the total number of protected group persons who were employed in permanent positions by EEO Category at the start of the fiscal year.
- 9-10. (Inclusive) Enter information required in the column headings. The figures entered must apply only to interviews held to fill permanent positions.
- 11-12. (Inclusive) Enter information required in the column headings. The figures entered must apply only to employees hired into permanent positions.
- 13-14. (Inclusive) Enter information required in the column headings. The figures entered must apply only to employees vacating permanent positions.
15. Subtract the figure in Column 14 from the figure in Column 12. Enter the resultant figure. Indicate whether the figure is a gain (+) or a loss (-).
16. If the figure in Column 15 is a gain (+), add this figure to the figure in Column 8. If the figure in Column 15 is a loss (-), subtract this figure from the figure in Column 8. Enter the appropriate resultant figure.
17. Refer to appropriate Goals and Timetables Chart and enter the goal projected.

CONFIDENTIAL

Employee Disclosure of Handicap

I would like to be considered under the Affirmative Action Program for the Handicapped.

Name _____

Date _____

1. Name _____
(please print)

2. Social Security Number _____

4. Nature of the handicap (please describe briefly) _____

5. If you are aware of any special methods or procedures or possess any special skills which might qualify you for jobs you might not otherwise be able to perform due to your handicap, please describe such methods, procedures or skills. _____

6. If you have any ideas or suggestions about any accommodations which could be made to enable you to perform the job properly and safely, please state them below. These may include special equipment, physical layout or duties of the job, etc. _____

7. State any other comments _____

If additional space is needed to complete this questionnaire, please feel free to use the back side of this form or attach a separate sheet.

I hereby authorize the Equal Employment Officer to provide my supervisor with a copy of this statement.

Signature

Appendix "G"

Recruitment Referral Sources

Black

Arizona Black Chamber of Commerce
P.O. Box 20191
Phoenix, AZ 85036
257-1626

Black Community Developer Program
750 E. Southern Avenue
P.O. Box 8356
Phoenix, AZ 85066
268-9461

Phoenix Opportunities
Industrialization Center
39 E. Jackson St.
Phoenix, AZ 85004

Phoenix Urban League Outreach
Program
1402 S. Seventh Avenue
Phoenix, AZ 85007
254-5611

Tucson Urban League, Inc.
2323 S. Park Avenue
Tucson, AZ 85713
791-9522

Arizona Association of Black
Engineers & Scientists
6044 W. Golden Lane
Glendale, AZ 85302
862-4714

Maricopa County Branch of NAACP
1818 South 16th Street
Phoenix, AZ 85034
257-1975

Ebony House
P.O. Box 8174
Phoenix, AZ 85006

Brothers United
Northern Arizona University
C.U. Box 77002
Flagstaff, AZ 86011

CODAC-AKKI
2336 East Broadway
Phoenix, AZ 85040
276-5571

Ebony Woman
Northern Arizona University
C.U. Box 77002
Flagstaff, AZ 86011

Arizona Informant
222 North 9th Street
Phoenix, AZ 85034
257-8300

Phoenix Manpower-Ceta #1
300 West Monroe
Phoenix, AZ 85003

Black Nurses of Arizona
P.O. Box 1332
Phoenix, AZ 85002

Hamco Personnel
1802 N. Central, Suite 101
Phoenix, AZ 85002
257-1626

Black Theatre Troupe, Inc.
1002 E. Moreland
Phoenix, AZ 85006
257-1626

Council of Black Educators
5835 E. 3rd Street
Tucson, AZ 85711
745-2729

Black Media Coalition
1922 South Jefferson
Tucson, AZ 85711
748-1498

Coalition for Black Concerns
839 E. Linden
Tucson, AZ 85719
622-4072

Handicapped

Arizona Foundation for the
Handicapped
7507 E. Osborn
Scottsdale, AZ 85251
994-5704

Arizona Industries for the Blind
3013 W. Lincoln
Phoenix, AZ 85009
269-5131

Community Mental Health
133 West McDowell Road
Phoenix, AZ 85003
271-0890

Crossroad Rehabilitation Center, Inc.
1845 E. Ocotillo Road
Phoenix, AZ 85016
248-9516

Epi-hab Phoenix, Inc.
2125 W. Filmore
Phoenix, AZ 85009
254-7027

Garden Park Enterprises, Inc.
1142 W. Hatcher Rd.
Phoenix, AZ 85020
944-4641

Goodwill Industries of Central Arizona
417 N. 16th Street
Phoenix, AZ 85006
257-1479

Lost Chord Foundation
6059 E. Dodge
Mesa, AZ 85205
832-2192

Phoenix Center for the Blind
3100 E. Roosevelt
Phoenix, AZ 85008
273-7411

Community Outreach Program
for the Deaf
268 W. Adams
Tucson, AZ 85705
623-0344 Ext. 317

Goodwill Industries of Tucson
1770 S. Cherrybell Stravenue
Tucson, AZ 85713
623-5174

Rehabilitation Work Adjustment
Center (ATCH)
308 West Glenn
Tucson, AZ 85705
623-5174

Tucson Association for the Blind
3767 E. Grant Rd.
Tucson, AZ 85716
795-1331

University of Arizona Rehabilitation
Center
412 Education Building
Tucson, AZ 85721
626-2298 or 4413

Chinle Valley School For Exceptional
Children
P.O. Box 1026
Chinle, Navajo Nation, Arizona 86503
674-3451

Goodwill Industries of Flagstaff
P.O. Box 1060
28 South Beaver
Flagstaff, AZ 86001
774-6254

Institute of Human Development
Northern Arizona University
C.U. Box 5630
Flagstaff, AZ 86001
523-4791

Veterans Group

Fort Huachuca Army Education Center
VOC/Tech Office
Fort Huachuca, AZ 85613

United States Veteran Administration
3225 N. Central Ave.
Phoenix, AZ 85012
(602) 263-5411

Arizona State University
Veterans Affairs Office
Tempe, AZ 85281

Disabled American Veterans
VA Regional Office
3225 N. Central Ave., Suite 621
Phoenix, A 85012
(602) 934-2114

Hispanic

American Legion
Tony F. Soza
715 S. Second Ave.
Phoenix, AZ 85003
262-9243

Arizona Chicano Coalition
P.O. Box 20345
Phoenix, AZ 85036

Arizona State University
Center for Executive Development
Hispanic Student Organization
College of Business
Tempe, AZ 85287
965-3441

Arizona State University
High School/College Relations
for Minority Recruitment

108 Moeur Building
Tempe, AZ 85287
965-3040

BHA Community Corporation
1818 S. 16th St., Suite 312
Phoenix, AZ 85034
256-2866

Centro de Amistad, Inc.
5537 E. Calle Encinas
Guadalupe, AZ 85283
839-2926

Chicanos Por La Causa
1112 E. Buckeye
Phoenix, AZ 85034
257-0700

Center for Economic Development
and Business Assistance (CEDBA)
2030 E. Broadway, Room 104
Tucson, AZ 85719
884-7170

Community Organization for Drug
Abuse, Mental Health and
Alcoholic Services (CODAMA)
124 West Thomas, Suite 110
Phoenix, AZ 85013
234-0096

Community Behavioral Services
2916 N. 35th Avenue, Suite 5
Phoenix, AZ 85017
278-4090

El Rio Neighborhood Center
1390 W. Speedway Blvd.
Tucson, AZ 85745
791-4683

Friendly House
802 S. First Avenue
Phoenix, AZ 85003
254-6251

IMAGE
P.O. Box 2318
Phoenix, AZ 85022

League of Mexican-American Women
P.O. Box 26522
Tucson, AZ 85726
6 23-9355

Los Abagados
11 West Jefferson, Suite 307
Phoenix, AZ 85003

Mexican American Chamber
of Commerce
1004 S. Central Avenue
Phoenix, AZ 85003
253-5947

MUJER, Inc.
P.O. Box 44
Phoenix, AZ 85001

National Council of La Raza
2302 N. 15th Ave.
Phoenix, AZ 85007
252-7101

Phoenix Job Corps. Center
518 South Third Street
Phoenix, AZ 85004
254-5921

Portable Practical Educational
Preparation Project
621 H Avenue
Douglas, AZ 85607
364-4405

Service Employment Redevelopment
(SER)
40 West 28th St.
Tucson, AZ 85705
624-8629

Service Employment Redevelopment
(SER)
5256 Northwest Grand Avenue
Glendale, AZ 85301
934-3231

Service Employment Redevelopment
(SER)
285 Main Street
Yuma, AZ 85364
783-4414

Su Centro de Bien Estar
5921 W. Thomas Rd.
Phoenix, Az 85035
247-1052

Tiempo Real Estate Development
1817 N. Third Street, Suite 106
Phoenix, AZ 85004
252-0481

University of Arizona
Office of Minority Student Affairs
Old Main 134
Tucson, AZ 85721
626-5231

Nosotros
P.O. Box 50667
Tucson, AZ 85703
623-3489

Valle Del Sol, Inc.
1209 S. First Ave.
Phoenix, AZ 85003
258-6797

Indian

Commission of Indian Affairs
1645 W. Jefferson
Phoenix, AZ 85007
255-3123

Indian Development District of
Arizona
1777 W. Camelback #A-108
Phoenix, AZ 85015
248-0184

Bureau of Indian Affairs
3030 N. Central, #406
Phoenix, AZ 85011
241-2270

Mailing Address:
P.O. Box 7007
Phoenix, AZ 85011

Affiliation of Arizona Indian
Centers, Inc.
2721 N. Central, #910
Phoenix, AZ 85004
279-0618

American Indian Resource
Organizations, Inc.
528 S. Extension
Mesa, AZ 85202
898-0001

Arizona Affiliated Tribes, Inc.
Office of Indian Child Services
323 E. McDowell Rd.
Phoenix, AZ 85004
253-4622

Four Rivers Indian Legal Services
403 Seed Farm Rd.
P.O. Box 68
Sacaton, AZ 85247
562-3369

Four Rivers Indian Legal Services
Route 1, Box 215-X
Scottsdale, AZ 85256
949-5512

Inter-Tribal Council of Arizona
124 W. Thomas, Suite 301
Phoenix, AZ 85013
248-0071

National Indian Training & Research
2121 S. Mill, #218
Tempe, AZ 85282
967-9484

Native Americans for Community Action
P.O. Box 572
15 N. San Francisco St.
Flagstaff, AZ 86002
774-6613

Northern Arizona University
Indian Education
Executive Center, Box 4092
Flagstaff, AZ 86001
523-5291

Phoenix Indian Center, Inc.
3302 N. Seventh Street
Phoenix, AZ 85014
279-4116

Phoenix Indian Senior Citizens
Advisory Committee
3302 N. Seventh Street
Phoenix, AZ 85014
279-4116, Ext. 36

Tucson Indian Center
92 W. Simpson Street
Tucson, AZ 85701
884-7131

Urban Indian Law Project
3302 N. Seventh Street
Phoenix, AZ 85014
279-4116

Women

Arizona Women Lawyers Association
P.O. Box 2525
Tucson, AZ 85702
994-6303

American Association of University
Women
538 W. Butler Dr.
Phoenix, AZ 85021
997-5619

American Association of University
Women
P.O. Box 40822
Tucson, AZ 85717
745-2080

American Business Women's
Association
Camelback Chapter
2916 S. Price Road
Tempe, AZ 85253
838-2963

American Business Women's
Association
Ocotillo Chapter
2773 E.W. Anklam Road
Tucson, AZ 85705
623-3218

American Business Women's
Association
Turquoise Chapter
8231 E. Northland Drive
Scottsdale, AZ 85251
249-4510

Black Women Awareness Task Force
P.O. Box 18664
Tucson, AZ 85730
791-4689

Executive Women International
5144 E. Camelback Rd.
Phoenix, AZ 85018
952-1280

GFWC-Arizona Federation of Women's
Clubs
4717 N. 35th St.
Phoenix, AZ 85018
955-4447

Business & Professional Women's Club
P.O. Box 1392
Winslow, AZ 86047
289-3857

Business & Professional Women's Club
P.O. Box 149
Sedona, AZ 86336
282-4232

Business & Professional Women's Club
P.O. Box 301
Benson, AZ 85602
586-2703

Business & Professional Women's Club
P.O. Box 1362
Payson, AZ 85541
474-3278

Business & Professional Women's Club
P.O. Box 6355
Yuma, AZ 85364
783-9045

Business & Professional Women's Club
Route 1, Box 1829
Show Low, AZ 85901
537-5134

Business & Professional Women's Club
1364 W. Carmelita Dr.
Sierra Vista, AZ 85635
458-2797

Business & Professional Women's Club
4339 E. Bonner
Flagstaff, AZ 86001
526-2758

Business & Professional Women's Club
1320 11th Street
Douglas, AZ 85607
364-3785

Business & Professional Women's Club
711 N. Arbor
Casa Grande, AZ 85222
836-0751

Jewish Business & Professional Women
1718 W. Maryland
Phoenix, AZ 85015

Junior League of Phoenix
P.O. Box 10377
Phoenix, AZ 85064

League of Women Voters
3201 N. 16th St., #3
Phoenix, AZ 85016
234-0580

League of Women Voters
4560 E. Broadway, #17
Tucson, AZ 85711
327-7652

Maricopa County Bar Association
Women's Auxillary
3033 N. Central Avenue
Phoenix, AZ 85003

Mujer, Inc.
P.O. Box 44
Phoenix, AZ 85001

National Organization for Women
(NOW)
Phoenix Chapter
P.O. Box 16023
Phoenix, AZ 85011
252-3955

National Organization for Women
(NOW)
Tucson Chapter
P.O. Box 26073
Tucson, AZ 85726
795-8884

New Directions for Young Women
738 N. 5th Avenue
Tucson, AZ 85705
623-3677

Opportunities for Women
1428 E. Helen St.
Tucson, AZ 85719
626-3902

Hispanas Unidas
707 W. Congress
Tucson, AZ 85713

Professional Women in Architecture/
Engineering
3150 N. Seventh St.
Phoenix, AZ 85014
264-0136

Tucson Women's Commission
P.O. Box 27210
Tucson, AZ 85726-7210
624-8318

Women in Communications, Inc.
P.O. Box 33131
Phoenix, AZ 85067
869-6752

YWCA of Maricopa County
Arizona Board of Directors
230 E. Earll Dr.
Phoenix, AZ 85012

Soroptomists International of
Phoenix, Inc.
251 W. Washington
Phoenix, AZ 85003
262-7111 or 274-1443

DEFINITIONS

Some of the terms below may not appear in the text of this plan. However, this section has listed them because they are commonly used in other EEO matters. Therefore, this section may serve as a reference guide.

accessibility -	the degree to which a program or architectural structure is available to the independent use of handi-capped persons
accomplishment date -	the date on which an action item has been completed
adaptive device -	any tool or implement which facilitates greater efficiency by a disabled person in the performance of duties
affected group -	any group of persons in the population shown to suffer the effects of past or present discrimination as ascertained through court decision or analytical determination
affirmative action -	any activity or activities initiated by an employer which attempt to overcome barriers to the civil rights of protected groups
affirmative action file -	a file maintained by an agency which documents required aspects of affirmative action efforts
affirmative action personnel -	those individuals who are responsible for the initiation, implementation, maintenance, evaluation or monitoring of an agency's affirmative action program
American Indian -	a race code referring to persons having origins in any of the original people of North America and who maintain cultural identification through tribal affiliation or community recognition
age -	the length of time a person has existed; a stage of life
Agency Head -	a person empowered by the constitution, statute or lawfully delegated authority to direct a state agency or institution
architectural barrier -	any structural impediment incorporated into an architectural facility which cannot be independently surmounted by disabled persons
Asian -	a race code referring to persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands (e.g, China, Japan, Korea, Phillipine Islands, Samoa.)

attitudinal barrier -	any frame which impedes the realization of a person's full potential
availability standard -	a percentage figure depicting a protected group's availability for employment
barrier -	any obstacle to the realization of a person's full potential
bias -	a settled and often prejudiced outlook
Black -	a race code referring to persons having origins in any of the black racial groups of Africa
(BFOQ or BOQ)	
bona fide occupational qualification	any prerequisite which has been demonstrated valid as a qualification for employment
burden of proof -	the responsibility for establishing the truth of a claim
business necessity -	any criterion which is valid and necessary in the operation of an agency
career ladder -	any series of related job positions which increases in responsibility and status
civilian labor force -	persons classified as employed or unemployed in accordance with specific criteria established by the Bureau of Labor Statistics of the U.S. Department of Labor
community outreach -	activities designed to contact appropriate community groups and persons for the purpose of recruitment and liaison maintenance
compliance -	adherence to laws, court decisions, regulations, executive orders and other legal mandates governing affirmative action and equal employment opportunity
concentration -	a higher representation of a group of persons in a work force than would be expected by such person's availability for employment
conditional confidentiality -	exceptions placed on the confidentiality of files dealing with disabled persons
confidentiality -	the state of being private or secret, treated with confidence

disability -	a physical or mental impairment which substantially limits one of more major life activities; record of such impairment; perception by others of such impairment
disadvantaged -	a descriptive term referring to those individuals whose access to the benefits of society is severely restricted
discrimination -	the effect of policies, procedures, attitudes and practices which deny equal access and equal opportunities to certain groups or individuals
disparate effect -	the result of any policy, practice or procedure which denies equal treatment to a protected group
EEOC -	U.S. Equal Employment Opportunity Commission
EEO-4 occupational category	any of eight categories designated by the U.S. Equal Employment Opportunity Commission: Officials/Administrators Professionals Technicians Protective Services Paraprofessionals Office/Clerical Skilled Crafts Service Maintenance
EEO-6 occupational category -	any of seven categories designated in Executive Order 11246, as amended: Executive/Administrative/Managerial Faculty Professional Non-Faculty Technical and Paraprofessionals Secretarial/Clerical Skilled Crafts Service/Maintenance
EEO-4 code -	any of the first eight letters of the alphabet used to label an EEO-4 occupational category A: Officials/Administrators B: Professionals C: Technicians D: Protective Services E: Paraprofessionals F: Office/Clerical G: Skilled Crafts H: Service Maintenance
employment parity -	the point at which a protected group is represented in a work force at a rate equivalent to the group's availability for employment (this term addresses the entire

	work force, without delineating specific specific categories and is, therefore, a general measure)
equal employment opportunity -	the condition whereby all employment processes and circumstances operate to afford an equitable opportunity to all individuals, irrespective of nonmerit principles such as race, color, sex, religion, national origin, ancestry, age, disability status (except when any of these factors is an existing bona fide occupational qualification) or political affiliation (except for certain specified employees in the unclassified service)
full-time employee -	any employee who is required to work 40 hours per week
full-time position -	any employment position which requires 40 hours of work per week
goal -	a projected estimate which will assist in attaining or maintaining occupational parity and which an employer can reasonably expect to achieve within a given timetable. Goals are based upon qualifications and availability of protected group members and the degree to which protected groups are underutilized
handicapped person -	any person who has a physical or mental impairment which substantially limits one or more major life activities or has a record of such impairment or is regarded as having such an impairment
harrasment -	any statement, remark or action which unfairly affects or addresses another person or group of persons
hearing impairment -	an aural dysfunction which significantly limits a major life activity
Hispanic -	a race code referring to persons of Mexican, Puerto Rican, Cuban, Central American, South American or other Spanish culture or origin, regardless of race
labor force -	all persons classified in the civilian labor force plus members of the Armed Forces
learning impairment -	any intellectual or cognitive limitation which significantly impedes a major life activity
major life activity -	any biological, psychological, social, cognitive, developmental or educational process which significantly contributes to a person's full potential and worth
medically diagnosable -	an impairment which can be documented by a licensed physician

nonreprisal/ nonretaliation -	without revenge
objective -	a statement of a program analysis goal which is to be accomplished through related action items
occupational parity -	the status in which a protected group's members are employed at a point which is equivalent to the availability standard for such persons in an occupational category
Officials/ Administrators -	an EEO-4 category that encompasses those occupations in which employees set broad policies, exercise overall responsibility for execution of these policies or direct individual departments or special phases of the agency's operations. Such occupations may also include employees who provide specialized consultation on a regional, district or area basis
Office/Clerical -	an EEO-4 category that encompasses those occupations in which workers are responsible for internal and external communication, recording and retrieval of information and other paperwork required in an office
organizational unit -	an agency subdivision designated on the basis of size, geographical dispersion and administrative line of authority
Paraprofessionals -	an EEO-4 category that encompasses those occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training or experience than normally required for professional or technical status
part-time position -	any position of continuous employment which requires fewer than 40 hours of work per week and which affects the position limitation of an agency
permanent position -	any classified or unclassified full-time or part-time position
physical impairment -	any limitation of the trunk, head, limbs, central nervous system or glands which significantly impedes a major life activity
plan-covered agency -	a descriptive term for agencies required to submit an affirmative action plan if they are allocated 15 or more permanent positions
plan-exempt agency -	a descriptive term for agencies who are not required to submit an Affirmative Action Plan

prima facie -	legally sufficient to establish a fact or a case unless disproved
probable cause -	an administrative determination that there is sufficient evidence to warrant proceeding with an attempt to conciliate or otherwise resolve the matter
Professionals -	an EEO-4 category that encompasses those occupations which require specialized and theoretical knowledge usually acquired through college training or work experience and other training that provides comparable knowledge
program analysis -	a method of affirmative action planning and problem solving which outlines specific problems, objectives, action items, responsibilities, target dates, accomplishment dates and results
protected group -	any legally recognized group that is specifically protected by statute from discrimination
Protective Services -	an EEO-4 category that encompasses those occupations in which workers are entrusted with public safety, security and protection from destructive forces
qualified person - handicapped person -	a handicapped person possessing the requisite knowledge, skills, abilities and education to perform the essential duties of a job
qualified person -	a person possessing requisite knowledge, skills, abilities and education to perform the duties of a job
quarterly report -	any of the Summary of Activities charts or Work Force Composition charts which are required to be sent to the Governor's Office of Affirmative Action
quota -	any fixed number or percentage of protected group persons who are to be afforded preferential treatment in employment transactions (<u>Quotas can only be imposed through court decrees and Acts of Congress.</u>)
race code -	a descriptive term used for reference when identifying a given ethnic group White Black Hispanic American Indian Asian
reasonable accommodation -	any modification by an employer which increases the independence and efficiency of handicapped person through the elimination of barriers to employment

record of impairment -	any legitimate record of a person's mental, sensorial cognitive or physical disability
recruitment area -	the geographical area from which an agency draws applicants for employment
relevant area -	the county or counties comprising the primary recruitment area of an agency or organizational unit
relevant labor market -	the population of qualified persons in the recruitment area who are available for employment
restricted access -	the restriction placed on certain information in the Affirmative Action File (Unless otherwise specified, this information can only be known to equal employment opportunity/affirmative action personnel).
retaliation -	any adverse action taken by an employer against an employee and/or applicant as a result of the employee's or applicant's complaint or charge of discrimination relating to the employer's employment practices
separation -	severance of an employment relationship (The action to separate from employment may be accomplished by the employee, the employer or both).
Service Maintenance -	An EEO-4 category that encompasses those occupations in which workers perform duties resulting in or contributing to the comfort, convenience, hygiene or safety of the general public. This category includes occupations in which workers perform duties contributing to the upkeep and care of buildings, facilities, grounds or other public property. Workers in this group may operate machinery
sexual harassment -	defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when resulting in (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment
Skilled Crafts -	an EEO-4 category that encompasses those occupations in which workers perform jobs requiring special manual skill, as well as a thorough and comprehensive knowledge of the processes involved in the work. Such skill and knowledge are acquired through on-the-job training, job experience, appren-

speech impairment -	ticeship or other formal training program a diminished capacity to speak which significantly impedes a major life activity
substantially limiting condition -	any condition which impedes one or more major life activities. Major life activities include communication, transportation, education, self-care employment
systemic discrimination -	discrimination which is present throughout a system
target date -	the date by which an action item is to be completed
Technicians -	an EEO category that encompasses those occupations which require a combination of basic scientific or technical knowledge and manual skill. Such knowledge and skill can only be obtained through specialized post-secondary school education or equivalent on-the-job training
timetable -	a scheduled period of time for meeting a goal or program objective
underrepresentation/ underutilization -	a lower representation of a group of persons in an occupational category's work force than would be expected by their availability for employment
undue hardship -	an inappropriate, unsuitable and unnecessary barrier to the operation of an agency
upward mobility -	a system for training, educating or otherwise preparing employees for more responsible, higher paying positions of employment
validation -	the process for establishing or determining validity of employment related testing instruments, using reliable standards
validity -	the extent to which an instrument actually addresses those criteria it was designed to address
visual impairment -	an impairment to the visual system which significantly impedes a major life activity
White -	a race code referring to persons having origins in any of the original peoples of Europe, North Africa, or the Middle East
work environment -	the social, physical and psychological surroundings which an employee works

work force -

the total of all permanent authorized positions within an agency. Such positions in the classified or unclassified service include only permanent full-time and permanent part-time positions, excluding those specifically exempted by the agency head.

work force analysis -

an analysis which reveals the composition of employees in a work force by protected group status and occupational category

Appendix "I"

Following is a list of those agencies that currently receive statistical employment data from the Department of Administration, Personnel Division.

101	Department of Administration
105	Attorney General Office
110	Coliseum - Exposition Control Board
160	Library, Archives and Public Records
177	State Employees Retirement System
179	Department of Revenue
180	Secretary of State
220	Department of Economic Security
235	Department of Health Services
240	Veteran's Service Commission
270	Arizona Pioneer's Home
306	Commission of Agriculture and Horticulture
310	Arizona Radiation Regulatory Agency
312	State Banking Department
322	Registrar of Contractors
325	Corporation Commission
350	Industrial Commission
353	Department of Insurance
357	Department of Liquor Licenses and Control
359	Livestock Sanitary Board
361	State Lottery Commission
362	Board of Medical Examiners
365	State Mine Inspector
366	Mobile and Manufactured Housing Standards
388	Arizona Racing Commission
390	Real Estate Department
455	Department of Education
482	Arizona Commission of the Arts and Humanities
492	Arizona Historical Society
520	Department of Corrections
535	Emergency Services
536	Military Affairs
610	Department of Transportation
720	Game and Fish Department
740	Land Department
770	Arizona State Parks Board
790	Department of Water Resources
802	State Compensation Fund