

AFFIRMATIVE ACTION PROGRAM REQUIREMENTS

I. Affirmative Action Plans (AAPs) – there are three AAPs:

1. Affirmative Action Plan for Minorities and Females
2. Affirmative Action Plan for Individuals with Disabilities
3. Affirmative Action Plan for Covered Veterans

II. Parts of the AAP

- **Written Language**

Policy Statement – (1) EEO/AA and (2) Veterans and Disabled

- *AAP for Minorities and Females* includes: (1) Establishment of Responsibilities for Implementation of the AAP, (2) Development & Execution of Action Oriented Programs, and (3) Design and Implementation of Internal Audit & Reporting Systems.
- *AAP for Covered Veterans and Individuals with Disabilities* includes: (1) Proper Consideration of Qualifications, (2) Physical and Mental Qualifications, (3) Accommodation to Physical and Mental Limitations to Employees, (4) Compensation, (5) Outreach, Positive Recruitment & Dissemination of Policy, (6) Internal Dissemination of Policy, (7) Responsibility for Implementation, (8) Development & Execution of Programs, and (9) Invitation for Inclusion

- **Statistical Analyses** – AAP for Minorities and Females only

Job Group Analysis – grouping of position titles and incumbents by minority group status and gender. Job Group are created based on similar job content, wage rates and opportunities.

Workforce Analysis – grouping of positions by department, identifying incumbents by minority group status and gender.

Availability Analysis – prepared by job group; evaluates the labor market area and skills requirements for the positions within the job group and determines the percent of qualified minorities and females who could fill available positions within the job group.

Establishment of Goals – prepared by job group; identifies the total incumbents, total minority group and total females within each job group. Compares the internal workforce representation with the availability and sets placement goals based on under-representation.

III. AAP Support

- Recruitment efforts to demonstrate good faith efforts to meet goals. Position vacancies that remained open more than three days, below the executive level, must be posted with the State Employment Service. Letters must be sent out, at least annually, to outreach sources who refer protected group candidates for consideration of employment.

Page 2 – AA Program

- Compensation Analysis – evaluates pay equity among employees.
- Impact Ratio Analysis – conducted on personnel activity (applicants, hires, promotions and terminations) from the prior goal year. Determines if minorities and/or females were negatively impacted by the personnel activity. This analysis is required of employers with 100 or more employees. However, records of applicants, hires, promotions, and terminations must be maintained by all government contractors.

III. AAP Implementation

- Outreach and Recruitment
 - Increase contacts with recruiting agencies that specialize in placement of minorities, females, veterans, and individuals with disabilities.
 - Utilize online recruiting services geared at placing protected group candidates.
 - Strengthen relationships with recruiting and outreach agencies through meetings, onsite visits, etc.
 - Encourage employees to refer qualified candidates
 - Promote employee participation in community activities; document and publicize.
 - Create mentor programs to help minority and female employees acclimate to and develop in the company.
 - Setup a community outreach task force to research new avenues for company participation, i.e. partnership with schools, job shadow days, etc.
 - Document all contacts and efforts made in recruiting and outreach.
- Applicant Tracking
 - Define the recruitment process for your organization and put it in writing.
 - Maintain copies of all resumes of all candidates – individuals who are considered by the contractor. These resumes do not need to be kept in any particular manner.
 - Maintain copies of all resumes of all applicants – individuals who meet the definition of an internet applicant – (1) express an interest in the position, (2) is considered by the contractor (3) meets the basic qualifications, and (4) does not remove themselves from consideration. These resumes should be maintained in a job requisition folder or with the job posting and listing of job requirements.
 - Maintain records of all external database searches to include: (1) the date of the search, (2) the substantive search criteria used, (2) the resumes of all job seekers who met the basic qualifications for the particular position and are considered by the employer without regard to whether the individual meets the definition of an Internet applicant.
 - Invite all applicants that meet the internet applicant definition to self-identify ethnicity and gender.
 - Maintain a log or record for all applicants identifying race, gender, position, requisition number, and date of application. If race and gender is not available, indicate unknown.

Page 3 – AA Program

- Record Retention
 - Maintain personnel activity data and support documentation for all applicants, hires, promotions, and terminations for a minimum of two years if your corporation has at least 150 employees and \$150,000 in contracts; if you have under 150 employees or less than \$150,000 in contracts, data must be maintained for a minimum of one year.

- Goal Achievement
 - Recruiting and Hiring
 - a. Consider all qualified candidates regardless of protected group status.
 - b. Track hiring activity to determine trends. Question managers that fail to hire protected group candidates that were deemed qualified.
 - c. Ensure that there is documentation to support all hiring decisions.

 - Personnel Activity
 - a. Ensure fair treatment in the administration of personnel decisions, i.e. selection for training, promotions, salary increases, and transfers.
 - b. Develop a formal succession planning system and add a component to identify people of color and women. Consider fast-track opportunities for “star” protected group members.
 - c. Evaluate promotion activity keeping an eye open for glass ceiling issues. Identify potential obstacles for upward mobility of protected class members.

 - Miscellaneous
 - a) Communicate the importance of pay equity. Ensure that hiring manager’s consider existing employee salaries prior to making a salary offer upon hire.
 - b) Convey to managers the need for evaluating pay disparity issues throughout the year, especially at the time that merit increases are given.
 - c) Involuntary termination decisions must be supported by written documentation. Documentation history is important to show that decision was not made in haste, especially for long-term employees.
 - d) Layoff activity should be reviewed in advance to ensure that there is no adverse impact against members of a protected group. If adverse impact occurs, then business- related reasons should exist to support such decisions or potential liability may arise.
 - e) Managers need to know that they should select, promote and pay people based on their qualifications and skills regardless of their race or gender. If decisions are made based on job related reasons, they can usually be defended.
 - f) Ensure that all subcontract agreements and purchase order have an EEO clause.
 - g) File the VETS-100 and EEO-1 report.