

Affirmative
Action Plan
Sample

AFFIRMATIVE ACTION PLAN SAMPLE

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Kansas Department of Administration
Equal Employment Opportunity (EEO)
Policy Statement

As Secretary of the Department of Administration, I wish to hereby reaffirm my commitment to and support for ensuring that all individuals who have the necessary qualifications receive an equal opportunity to compete for employment and advancement within the Department of Administration. All employment transactions shall be made on the basis of an individual's qualifications without regard to race, color, religion, national origin, ancestry, age, disability status, or sex, (except where required by bona fide occupational qualifications). It is the responsibility of every employee to adhere to and promote this policy.

Further, all employees shall endeavor to create and promote a work environment that is free of unwelcome sexual advances, sexually harassing language, unwanted sexually suggestive remarks, or any other sexually harassing action. All employees are expected to develop and maintain respectful and professional relationships with the department's employees and customers.

Additionally, all management personnel shall support recruitment and career development plans which ensure equitable representation of minorities, women, and persons with disabilities in all job categories and maintain appropriate affirmative action records.

As a public employer, the Department of Administration has the duty and responsibility to adhere to the letter and spirit of the law in achieving its affirmative action goals and shall encourage all staff to support the achievement of these goals. Such goals do not imply preferential treatment or lower standards and should not be interpreted as imposed quotas. Rather, they are a reflection of the Department of Administration's commitment to diversity.

Kim Warren, with the D of A Personnel Office in the Office of Personnel Services, has been designated as the EEO Coordinator for the Department of Administration. Kim can be reached in Room 401-N, Landon State Office Building, 900 SW Jackson, Topeka, Kansas, 66612, (785) 296-4770.

Kansas Department of Administration Policy on Professional Conduct

As a condition of employment, all employees of the Department of Administration are to be appropriate in their behavior and be respectful of their co-workers and the customers served by the department. Inappropriate, insulting, demeaning, or threatening behavior in the workplace will not be tolerated.

In particular, employees shall not engage in or tolerate any form of harassment, including sexual harassment, as defined below, or behavior that demonstrates hostility towards another individual because of race, color, religion, sex, age, national origin, or disability. Harassing behavior may include slurs, telling or circulating jokes, sharing inappropriate materials or making comments of a sexual nature, or making what could be reasonably determined to be inappropriate comments based on a person's race, color, religion, sex, age, national origin, or disability.

Additionally, the department will not tolerate inappropriate conduct that by itself does not rise to legally definable harassment. The Kansas statutes set forth personal conduct that may be grounds for formal disciplinary action. Specifically:

- K.S.A. 75-2949e(a)(4) "failure to maintain satisfactory and harmonious relationships with the public and fellow employees,"
- K.S.A. 75-2949f (f) "participation in any action that would in any way seriously disrupt or disturb the normal operation of the agency....,"
- K.S.A. 75-2949f(p) "exhibiting other personal conduct detrimental to state service which could cause undue disruption of work or endanger the safety of persons or property of others, as may be determined by the appointing authority."

Employees who experience or observe conduct they believe to be contrary to this policy must immediately report that conduct to their supervisor, Office Director, or the Department's Personnel Office. Employees working shifts outside of 8:00A.M. to 5:00P.M. can, in instances in which reporting an alleged act cannot/should not be delayed, contact the Communications Center (24/7) to have a Capitol Police Officer dispatched to the employee's work location. Instances of inappropriate behavior observed by or reported to supervisors and/or Office Directors must be immediately reported to the Department's Personnel Office for investigation.

It shall also be contrary to this policy to retaliate against any person who files a complaint, appears as a witness or provides information in the investigation of a complaint.

Any employee who has been found in violation of this policy may be subject to appropriate disciplinary action, up to and including termination.

Sexual Harassment

Sexual harassment is unlawful and contrary to the equal employment opportunity policy of the Department of Administration. Unwelcome sexual advances, requests for sexual favors or other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- (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 working environment.

Sexual harassment can be experienced by third party individuals who may see, hear or feel the effects of such behavior between individuals.

UNDERSTANDING & ACCEPTANCE OF POLICY

I have received a copy of the Department of Administration's policy on Professional Conduct.

I have read the policy in its entirety and have been provided with the opportunity to ask questions about it.

I fully understand this policy and my responsibility to seek clarification from my supervisor if at any time I am unclear about the policy's requirements.

I fully understand that compliance with this policy is a condition of employment.

Employee's State ID

Employee's Signature

Date

Witness/DofA Representative

Date

.....
Must be completed by Employee and Supervisor. Please return this completed form to D of A Personnel Office.

Employee's Signature

Date

Supervisor's Signature

Date

Americans with Disabilities Act

NOTICE TO THE PUBLIC

It is the policy of the State of Kansas to comply with provisions of the Americans with Disabilities Act, 42 U.S.C.A. Section 12101, et seq. ("ADA"). The ADA prohibits discrimination against qualified individuals with disabilities on the basis of their disability. The ADA provides, in part, that qualified individuals with disabilities shall not be excluded from participating in or be denied the benefits of any program, service or activity offered by the State.

The ADA requires that all programs services and activities, when viewed in their entirety, are readily accessible to and usable by qualified individuals with disabilities. State agencies must communicate effectively with individuals with speech, visual and hearing impairments and provide auxiliary communication aids to qualified individuals with disabilities participating in or benefiting from the State's programs, services or activities to afford equal opportunity.

Should you wish to review the ADA or its interpretive regulations, ask questions about your rights and remedies under the ADA, request a reasonable modification to the State's policies, practices or procedures, or file a written grievance alleging noncompliance with the ADA, please contact the State ADA Coordinator as listed below.

NAME: Anthony A. Fadale

ADDRESS: Kansas Department for Children and Families
DCF Administration Bldg.
555 S. Kansas Avenue
Topeka, KS 66603

TELEPHONE: Voice (785) 296-1389
Fax: (785) 296-4960
TTY: 711

E-MAIL ADDRESS: Anthony.Fadale@dcf.ks.gov

STATE OF KANSAS
ADA GRIEVANCE PROCEDURE

As Secretary of Administration, I have hereby adopted the following grievance procedure, in accordance with Executive Order 92-154.

For all state agencies, boards and commissions under the Governor's jurisdiction, the State of Kansas has adopted an internal grievance procedure providing for prompt and equitable resolution of grievances alleging any action prohibited by the U.S. Department of Justice regulations implementing Title II of the American with Disabilities Act. Title II states, in part, that "no otherwise qualified disabled individual shall, solely by reason of such disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination" in programs or activities sponsored by a public entity.

Any person who feels they have been discriminated against on the basis of a disability by the State of Kansas in any of the above-quoted activities may file a grievance.

Whenever an individual files a complaint (or other agency administration process) with a state agency pertaining to an action prohibited under the ADA, the agency shall decline jurisdiction of the ADA matter and refer it to the State ADA Coordinator for handling pursuant to this grievance procedure.

Grievances should be addressed to: State ADA Coordinator, c/o Kansas Department for Children and Families, DCF Administration Bldg., 555 S. Kansas Avenue, Topeka, KS 66603 or by e-mail at Anthony.Fadale@dcf.ks.gov or via telephone, (785) 296-1389.

A grievance should be filed in writing or verbally (to be transcribed), contain the name and address of the person filing it, and briefly describe the alleged ADA violation. The following guidelines apply:

1. A grievance should be filed within 45 days after the complainant becomes aware of the alleged violation.
2. The State ADA Coordinator shall refer the grievance to a designee, who normally will be the ADA contact person for the state agency, board or commission involved.
3. The State ADA Coordinator's designee may informally resolve the grievance or investigate the grievance as the designee determines appropriate. These rules contemplate informal but thorough investigations, affording all interested persons an opportunity to submit evidence relevant to a grievance.

4. A written determination as to the validity of the grievance and a description of the resolution, if any, shall be issued by the designee and a copy forwarded to the complainant and the involved agency, board or commission no later than 60 days after its filing. A copy of the written determination and resolution, if any, shall also be forwarded to the State ADA Coordinator. When the designee to whom a grievance is referred is the ADA contact person for a state agency, the ADA contact person shall be subject to any internal agency approval processes established by such contact person's agency head.
5. The State ADA Coordinator shall maintain a file of all complaints, determinations and resolutions of the State of Kansas relating to the grievances filed.
6. The State ADA Coordinator, upon the Coordinator's own initiative, may reconsider the grievance decision or either party to the grievance can request a reconsideration of the case in instances where a party is dissatisfied with the resolution. The request for reconsideration should be made within 30 days of receipt of the written determination to the State ADA Coordinator.
7. The right of a person to a prompt and equitable resolution of the grievance filed hereunder shall not be impaired by the person's pursuit of other remedies such as filing of an ADA grievance with the responsible federal department or agency or the Kansas Human Rights Commission. Use of this grievance procedure is not a prerequisite to the pursuit of other remedies provided by the ADA or the Kansas Act Against Discrimination. However, as noted above, this grievance procedure shall be used in lieu of any other complaint or state agency administrative process provided by a state agency other than the Kansas Human Rights Commission.
8. These rules shall be construed to protect the substantive rights of interested person to meet appropriate due process standards and to assure that the State of Kansas complies with the ADA and its implementing regulations.

STATE OF KANSAS

WORKPLACE VIOLENCE POLICY

The safety and security of State of Kansas employees and customers are very important. Threats, threatening behavior, acts of violence, or any related conduct which disrupts another's work performance or the organization's ability to execute its mission will not be tolerated.

Any person who makes threats, exhibits threatening behavior, or engages in violent acts on state-owned or leased property may be removed from the premises pending the outcome of an investigation. Threats, threatening behavior, or other acts of violence executed off state-owned or leased property but directed at state employees or members of the public while conducting official state business, is a violation of this policy. Off-site threats include but are not limited to threats made via the telephone, fax, electronic or conventional mail, or any other communication medium.

Violations of this policy will lead to disciplinary action that may include dismissal, arrest, and prosecution. In addition, if the source of such inappropriate behavior is a member of the public, the response may also include barring the person(s) from state-owned or leased premises, termination of business relationships with that individual, and/or prosecution of the person(s) involved.

Employees are responsible for notifying the agency's Personnel Office of any threats which they have witnessed, received, or have been told that another person has witnessed or received. Employees should also report any behavior they have witnessed which they regard as threatening or violent when that behavior is job related or might be carried out on state-owned or leased property or in connection with state employment.

Each employee who receives a protective or restraining order which lists state-owned or leased premises as a protected area is required to provide the Personnel Office with a copy of such order.

KANSAS DEPARTMENT OF ADMINISTRATION

GRIEVANCE PROCEDURE

Applicability The Department of Administration Grievance Procedure shall be posted on all the Department's official bulletin boards and shall be available for use by all Department of Administration employees. The availability of this grievance procedure shall not be interpreted as granting any additional rights under the Kansas Civil Service Act, and any amendments thereto.

Copies of the Grievance Procedure shall be made available upon request to any Department employee, along with the standard form(s) for processing grievances, by Division/Office Directors or the Department of Administration Personnel Office.

Employees who lodge a grievance are to be free from restraint, coercion, discrimination, or reprisal. Complainants are assured the maximum possible anonymity. The filing of a grievance shall in no way reflect on an employee's good standing with the Department. If an employee believes he or she is being subjected to one of the above actions, a separate grievance shall be filed directly with the Secretary of Administration. Wherever this grievance procedure provides for any grievance to be taken to the Secretary of Administration, the Secretary may rule directly on the matter, or may appoint one or more persons as a hearing panel to gather pertinent statements and information and make recommendations to the Secretary.

Definition A grievance shall be defined as a statement of dissatisfaction over any condition of work, which allegedly has an adverse effect on the employee.

A grievance shall not include matters involving demotion, suspension, or dismissal of a permanent employee; employee performance reviews, or any other subject for which a method of settlement or any appeal procedure is established under appropriate Kansas Statutes or Regulations.

Grievances shall be redressed by the process outlined in "**Grievance Procedure A**". However, a separate procedure may be followed for a grievance alleging discrimination on the basis of race, color, ancestry, national origin, religion, age, sex, sexual orientation, gender identity, sexual harassment, or disability status. This process is outlined in "**Grievance Procedure B**". In addition to the right to file a grievance under this procedure, all employees have the right to file civil rights complaints with appropriate enforcement agencies.

General Provisions An aggrieved employee must represent himself or herself at all steps of the grievance procedure. Another person employed within the Department of Administration may be selected by the aggrieved employee to assist at

each step of the procedure at the aggrieved employee's discretion, provided that the selected employee agrees to assist. The grievant and the selected employee will be allowed to utilize work time to meet with the supervisor, director or other person designated to respond at the applicable step of the procedure so long as such absence does not create undue hardship upon completion of work in the employee's work unit.

Meetings held at each step of the Grievance Procedure shall, wherever possible, take place during regular working hours. When unusual circumstances require meetings outside regular working hours, they shall be mutually agreed upon in writing.

Failure of the Department of Administration to reply to the employee's grievance within the time limits specified, grants the employee the opportunity to take the grievance to the next step. If an employee fails to appeal from one step to the next within the time limits specified, the grievance shall be considered settled on the basis of the Department's last decision, and the grievance will not be subject to further appeal or consideration.

In the event an immediate supervisor or the supervisor's supervisor is not available to process a grievance, a designee shall be appointed to serve in his or her place.

At any step in the grievance procedure, if either party (the employee on the one hand, the immediate supervisor or supervisor's supervisor on the other hand) believes that an extension of the time limit for action is required, the party may request of the Division or Office Director an extension of the time limit.

Employees covered by an approved Memorandum of Agreement that includes a grievance procedure may elect if eligible, at the time the grievance is first filed, to be covered by either the Department or the Memorandum of Agreement procedure. This decision cannot be changed at a later time.

Grievance Procedure A

STEP 1: Any employee of the Department of Administration who believes that he or she has a grievance shall take up the matter orally with his or her immediate supervisor within five (5) working days of its occurrence. The immediate supervisor shall provide an opportunity for full discussion of the grievance with the aggrieved employee. The immediate supervisor shall then attempt to adjust the matter and shall respond orally to the employee within five (5) working days of the date on which the aggrieved employee first brought the grievance to his or her attention.

STEP 2: If the response of the immediate supervisor in STEP 1 is unsatisfactory to the employee and does not settle the issue, the aggrieved employee may complete a standard grievance form furnished by the Division/Office Director's Office or the Department of Administration Personnel Office, and present the completed and signed form to his or her supervisor's supervisor within five (5) working days after the date on which the immediate supervisor's response was due. This higher level supervisor shall provide opportunity for discussion and review, and shall respond in writing on the standard form within five (5) working days after receipt of the standard grievance form from the aggrieved employee.

Note: In situations involving a particular grievance where there is no STEP 2 supervisory level in the employee's Division or Office, the grievance procedure will proceed from STEP 1 to STEP 3. In such a case, the employee may appeal to the STEP 3 level within five (5) working days of the immediate supervisor's STEP 1 response.

STEP 3: If the response in STEP 2 is unsatisfactory to the employee and does not settle the issue, the aggrieved employee may appeal by sending the completed standard grievance form to the Director of the Division/Office within five (5) working days of the date the STEP 2 response was due. The Division/Office Director shall investigate the matter and shall then meet with the employee and whatever levels of the employee's supervision the Director deems appropriate. The Director shall use any means at his or her disposal to satisfactorily settle the grievance. The Director shall respond in writing on the standard grievance form within ten (10) working days of the date on which the Director received the grievance.

FINAL DECISION: Grievances which have not been resolved in STEP 3 may be appealed to the Secretary of Administration by sending the completed standard form within five (5) working days after the response of the Director.

The Secretary of Administration will take such actions as deemed necessary and decide the matter. This decision shall be transmitted in writing to the aggrieved employee, his or her immediate supervisor, and the Division/Office Director within ten (10) working days from the date the grievance was brought to the Secretary of Administration. This decision shall be final and not subject to further appeal unless further appeal is provided by Kansas Statute or Regulation. (This does not abridge rights to file complaints with appropriate civil rights enforcement agencies.)

Grievance Procedure B

STEP 1: Any employee of the Department of Administration who believes that he or she has a grievance involving discrimination on the basis of race, color, ancestry, national origin, religion, age, sex, sexual orientation, gender identity, sexual harassment, or disability status may take up the matter orally

with the Human Resources Manager or Agency EEO Coordinator for the Department of Administration within five (5) working days of its occurrence. After providing an opportunity for full discussion of the grievance, the Human Resources Manager or Agency EEO Coordinator shall then attempt to adjust the matter by working with the employee's Division or Office Director and shall respond orally with the employee within ten (10) working days of the date on which the aggrieved employee first brought the grievance forward.

FINAL DECISION: If the response of the Human Resources Manager or Agency EEO Coordinator in STEP 1 is unsatisfactory to the employee and does not settle the issue, the aggrieved employee may complete a Procedure B grievance form (available in the Department of Administration Personnel Office) and send the completed and signed form to the Secretary of Administration within five (5) working days after the response from the Human Resources Manager or Agency EEO Coordinator.

The Secretary of Administration will make a determination and take such actions as deemed necessary and decide the matter. This decision shall be transmitted in writing to the aggrieved employee, the Division or Office Director, and the Human Resources Manager within ten (10) working days after the date the grievance was received by the Secretary of Administration. This decision shall be final and not subject to further appeal unless further appeal is provided by Kansas Statute or Regulation. (This does not abridge rights to file complaints with appropriate civil rights enforcement agencies.)

**KANSAS DEPARTMENT OF ADMINISTRATION
GRIEVANCE PROCESSES**

GRIEVANCE PROCEDURE A

	Occurrence of Grievance	
		Within five (5) working days
STEP 1	Employee and Immediate Supervisor Discuss Problem	
		Within five (5) working days
	Immediate Supervisor's Verbal Response Due	
		Within five (5) working days
STEP 2	Employee Presents Written Grievance to Next Level Supervisor	
		Within five (5) working days
	Next Level Supervisor's Response Due	
		Within five (5) working days
STEP 3	Employee Appeals Grievance to Division Director	
		Within ten (10) working days
	Division Director's Decision Due	
		Within five (5) working days
FINAL DECISION	Employee Appeals Grievance to Secretary of Administration	
		Within ten (10) working days
	Final Decision of Secretary of Administration	

**KANSAS DEPARTMENT OF ADMINISTRATION
GRIEVANCE PROCESSES**

GRIEVANCE PROCEDURE B

Occurrence of Grievance	
	Within five (5) working days
Employee and Human Resources Manager (or Agency EEO Coordinator) Discuss Problem	
	Within ten (10) working days
Human Resources Manager's (or Agency EEO Coordinator's) Response Due	
	Within five (5) working days
Employee Appeals Grievance to Secretary of Administration	
	Within ten (10) working days
Final Decision of Secretary of Administration	

**DEPARTMENT OF ADMINISTRATION
GRIEVANCE FORM
(Procedure A)**

Grievance No. _____

This form is to be used after the employee has orally taken up the grievance with the immediate supervisor, has had an opportunity for full discussion of the grievance, and has found the supervisor's response to be unsatisfactory at the First Step.

Employee's Statement: The following grievance occurred on _____ and was presented to immediate supervisor on _____. I am not satisfied with the answer received on _____ and therefore request the grievance be appeared to Step Two of the grievance procedure:

Grievance:

Requested Remedy:

Employee's Signature	Classification
Division	Phone Number
	Date

Step Two

Supervisor's Supervisor: The above grievance was received by me on _____ which was (within / not within) the five day limit and my response is as follows:

Supervisor's Supervisor Signature Date

- () I am satisfied with this response and consider grievance to be settled.
- () I am not satisfied with response and request an appeal to Step Three because:

Employee's Signature Date

Step Three

Director's Response: The above grievance was received by me on _____ which was (within / not within) the five day limit and my response is as follows:

Director's Signature Date

- () I am satisfied with this response and consider grievance to be settled.
- () I am not satisfied with response and request an appeal to Secretary of Administration because:

Employee's Signature Date

Final Decision

Secretary of Administration's Response: The above grievance was received by me on _____ which was (within / not within) the five day limit and my decision is as follows:

Secretary's Signature Date

Distribution:	Grievant	Division or Office Director
	Immediate Supervisor	Secretary of Administration
	Supervisor's Supervisor	Personnel Officer

**DEPARTMENT OF ADMINISTRATION
GRIEVANCE FORM
(Procedure B)**

This form is to be used after the employee has orally taken up the grievance involving discrimination or sexual harassment with the Department of Administration Human Resources Manager or Agency EEO Coordinator, has had an opportunity for full discussion of the grievance, and has found the Human Resource Manager's or Agency EEO Coordinator's response to be unsatisfactory at the first step.

Employee's Statement: The following grievance occurred on _____ and was presented to the Department of Administration Human Resources Manager or Agency EEO Coordinator on _____. I am not satisfied with the answer received on _____ and therefore, request an appeal to the Secretary of Administration.

Grievance:

Requested Remedy:

Employee's Signature

Classification

Division

Phone Number

Date

Final Decision

Secretary of Administration's Response: The above grievance was received by me on _____
which was (within / not within) the five day limit and my decision is as follows:

Secretary's Signature

Date

Distribution:

Grievant
Immediate Supervisor
Supervisor's Supervisor

Division or Office Director
Secretary of Administration
Personnel Officer

Designation of Responsibilities

STATE OF KANSAS
KANSAS DEPARTMENT OF ██████████

AFFIRMATIVE ACTION PLAN

DESIGNATION OF RESPONSIBILITIES

A successful Affirmative Action Plan for Equal Employment Opportunity in the Kansas Department of ██████████ is contingent on the efforts of many individuals. This section summarizes the roles of key personnel involved in this process. Please note that the duties listed may not be exhaustive of the duties performed.

I. Secretary of the Kansas Department of ██████████

Responsibility: The Secretary of the Kansas Department of ██████████ has primary responsibility for ensuring equal employment within the agency.

Duties:

1. To designate an agency Equal Employment Opportunity Manager and ADA Coordinator.
2. To make decisions and changes in policy, procedures and accommodations for disabled persons as may be needed to facilitate equal employment opportunity.
3. To take decisive action on complaints of alleged discrimination.

II. EEO Manager - ADA Coordinator

Responsibility: The EEO Manager - ADA Coordinator administers the equal opportunity program for the agency under the auspices of the Secretary.

Duties:

1. Updates, monitors and evaluates the effectiveness of the agency's Affirmative Action Plan.
 2. Disseminates information to managers, supervisors and employees.
 3. Ensures qualified applicants with disabilities are given reasonable accommodation in all employment related activities.
 4. Identifies and resolves EEO problems and concerns; and investigates complaints of alleged discrimination.
-

III. Personnel Director

Responsibility: To ensure that all personnel programs are in compliance with the agency's equal opportunity policy.

Duties:

1. To develop, maintain and evaluate employment and other related programs to ensure compliance with the agency's and the state's affirmative action plan.
2. To assist in efforts to resolve problems and complaints related to EEO areas.

IV. Managers and Supervisors

Responsibility: To promote equal employment for all employees.

Duties:

1. To assist in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunity.
2. To support the objectives and initiatives of the agency's affirmative action plan.
3. To communicate the agency's equal opportunity commitment to all assigned employees.

V. Employees

Responsibility: To support all laws, rules and regulations that govern equal employment opportunity in the workplace.

Duties:

1. To obey EEO laws, rules and regulations.

Organizational Chart

Reporting Problems/ Barriers Identification and Action Items

Affirmative Action Plan

STATE OF KANSAS
KANSAS DEPARTMENT OF [REDACTED]

AFFIRMATIVE ACTION PLAN

PROBLEM/BARRIER IDENTIFICATION AND ACTION ITEMS

Problem/Barrier Identification

Problem/barrier identification is broken down into two separate areas: 1) areas of concern within the agency's EEO program, and 2) problems and/or barriers associated with the underutilization of protected group members in EEO categories in various organizational units.

Agency EEO Program

- There is a general lack of understanding of EEO utilization statistics and the belief that most underutilizations occur in the minority groups. Statistically, female underutilizations are the greatest concern.
- Workforce diversity issues have not been addressed on an agency-wide basis.
- Agency employees are not sufficiently aware of career paths available to them, nor of the additional skills they might need to acquire in order to make themselves more promotable.
- We are in the process of developing a system to track employee turnover data to determine if there are any underlying EEO concerns.

Underutilization of Protected Group Members

- Females are underutilized in EEO category B – Professional and category F – Administrative Support. This is on an agency-wide basis; some organizational units are not underutilized.
- The only categories which show underutilization of minorities are one with five or fewer employees in them.
- We are in the process of moving approximately 280 Employment and Training employees and support staff over to the [REDACTED]. Many of these employees are women and minorities. This move will have an adverse impact in several of the EEO categories.

Action Items

- Continue to monitor EEO statistics to determine what areas are impacted by the upcoming move of employees to [REDACTED].
- Continue efforts to educate and inform managers and supervisors of the agencies EEO goals and underutilizations prior to the interviewing process for vacancies.
- Aggressively seek out non-traditional sources from which to recruit women and

Problem/Barriers and Action Items

No Problem Barriers that we are aware of.

Goals and Timetables

Goals and Timetables

The agency will continue to provide equal employment opportunities for females and minorities to encourage more appointments and career advancement. We will continue our recruitment efforts to target females and minorities so that we can maintain a diverse workforce.

We provide signed and updated policy statements to be posted on all official bulletin boards to each of the Offices.

Kansas Department of [REDACTED]
 [REDACTED] Program Administration Goals

Action Items	Responsibility	Target Date
Monitor EEO statistics to determine what areas are impacted by the upcoming move of employees to Commerce and take corrective action as needed.	[REDACTED]	Ongoing
Provide quarterly feedback to Executive staff to educate and inform managers and supervisors of the agency's EEO goals and under utilization.	[REDACTED]	Jan, Apr, Jul, Oct
Provide training on ways to encourage and promote all facets of workplace diversity.	[REDACTED]	Employee/Manager Academy (Fall)
Continue to aggressively seek out non-traditional sources from which to recruit women, minorities and other protected class members.	[REDACTED]	Ongoing
Continue to review exit interview data to determine potential EEO problem areas and propose action plans to correct inequities as necessary.	[REDACTED]	Ongoing
Utilize the performance review system to uphold and support the agency's equal opportunity policies and Affirmative Action Plan.	All directors and managers	Ongoing