

# Dane County, Wisconsin

## Affirmative Action/Civil Rights Compliance Plan For Purchase of Service Organizations

**Submitted By:**

\_\_\_\_\_  
**Company/Agency Name**

\_\_\_\_\_  
**EEO Officer**

\_\_\_\_\_  
**Street Address**

\_\_\_\_\_  
**Area Code and Telephone Number**

\_\_\_\_\_  
**City, State, Zip Code**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Email**

**Plan Submitted to:**

**County of Dane**

**Check Appropriate Box:**

**City, County, State or Governmental Entity**

**Group Homes**

**Purchase of Service Agency**

**Treatment Foster Care**

If you require technical assistance in completing this plan, please contact the governmental agency listed below.

Dane County  
Contract Compliance Program  
The Tamara D. Grigsby Office For Equity and Inclusion  
210 Martin Luther King, Jr. Blvd, Room 356  
Madison, WI 53703-3342  
Phone: (608) 283-1391  
TTY: Call WI Relay 711

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## INSTRUCTIONS

**Section I. Policy Statement pp. 1-2.**

Check box for policy statement(s) which you are following when submitting this plan.

**Section II. Staff Responsibility, p. 2.**

Insert names and position titles of your agency's Chief Executive and EEO/AA Officer.

**Section III. Targeted Business Enterprises, p. 3.**

MBE applies to agencies receiving federal funding through the City of Madison.  
SBE applies to agencies receiving City of Madison funding.  
ESBE applies to agencies receiving Dane County funding.

*See definitions section for more information (pp. 15-17).*

**Section IV. Personnel and Other Employment-related Policies, pp. 4-5.**

Provide requested information for all labor organizations with which your agency has collective bargaining agreements.

If this section does not apply to your agency please indicate by inserting "N/A" in the chart on p. 5.

**Section V. Good Faith Efforts to Attain Goals, pp. 5-7.**

Check the column labeled "M" (Maintain) for those efforts you have already implemented and will maintain.

Check the column labeled "I" (Initiate) for those efforts you have not yet implemented but will implement this year. Indicate the date by which you intend to have each of these "initiated" efforts implemented in the column labeled "C/D" (completion date).

Use Section G, Narrative on p. 7 to provide any additional explanation or comments. Attach separate sheets if necessary.

**Section VI. No Private Cause of Action, p.8.**

This section explains the No Private Cause of Action for agencies funded by the City of Madison, Dane County or Dane County Human Services Department.

**Section VII. Acknowledgement, p.9.**

This section must be signed and dated by your agency's Chief Executive Officer and EEO/AA Officer.

**Section VIII. Access to Services (Goldenrod sheets) p.10.**

*APPLIES ONLY TO THOSE AGENCIES THAT RECEIVE DANE COUNTY AND/OR DANE COUNTY HUMAN SERVICES FUNDING MUST COMPLETE THIS SECTION.*

Check the column labeled "M" (Maintain) for those efforts you have already implemented and will maintain.

In the column labeled "I" (Initiate) indicate initiation date for those efforts you have not yet implemented but will initiate this year. Indicate in the column labeled "C/D" (Completion Date) the date in which you intend to have each of these efforts completed.

Use the narrative to provide any additional explanation or comments. Attach separate sheets if necessary.

**Client Service Population Analysis p.11.**

*See definitions section (pp. 15-17) for further meaning of each Protected Status group.*

1. Column B. Enter the number of clients in each box according to their protected status.
2. Column C. Calculate the percentage in each box based on the total number given in Column B.
3. Column G. Calculate the variance by subtracting the percentage in Column C from the population percentage in Column D, E, or F, which ever column applies.
4. Indicate the time frame in which this information pertains.
5. Indicate where data was obtained (Data Source).
6. Provide an explanation for any denial of services that are disproportionate by race or gender.
7. Indicate the number of complaints filed last year and provide comment on each complaint filed.

### **Current Work Force Analysis p. 12.**

*See definitions section (pp.15-17) for further meaning of each Job Category.*

1. Under the title, Total Employees, complete each box in the Total column with the total number of employees in each job category.
2. Under the title, Males, complete each box in the columns, C (Caucasian), B (Black), H (Hispanic), NT/A (Native/American), and A/PI (Asian/Pacific Islander) with the number of male employees in each job category.
3. Under the title, Females, complete each box in the columns, C (Caucasian), B (Black), H (Hispanic), NT/A (Native/American), and A/PI (Asian/Pacific Islander) with the number of female employees in each job category.
4. Under the title, Protected Groups, complete the Total Minority (Male and Female) column with the total number of minorities listed in each job category for both male and female.
5. Complete the Total Female All Races column with the number of females listed in each job category for all races.
6. In the Persons With Disabilities column complete each box with the number of persons with disabilities in each job category.
7. In the shaded area below, if available, enter the total number of persons employed last year. Additionally, enter the total number of minorities, women and persons with disabilities along with respective percentages.
8. In the next column, enter the total number of employees reported this year. Also enter the total number of minorities, women and persons with disabilities along with respective percentages.

### **Goals/Projected Work Force p. 13.**

Before completing this section of the plan, it is necessary to establish the projected work force by conducting targeted work force calculations. Attached to the Goals/Projected Work Force form is another form titled Targeted Work Force. On this sheet you will find a sample copy and instructions on how to calculate the projected work force. Follow the instructions listed on the form for each job category. Once this exercise has been completed, transfer the information onto the Goals/Projected Work Force Form for each job category.

## I. Policy Statement

Check box for policy statement(s) which you are following when submitting this plan.

Agencies funded by the City of Madison:

It is the policy of this company not to discriminate against any employee or applicant because of race, religion, marital status, age, color, sex, disability, national origin or ancestry, income level or source of income, arrest record or conviction record, less than honorable discharge, physical appearance, sexual orientation, political beliefs, or student status.

To further this policy, this company shall take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to race, religion, color, age, marital status, disability, sex or national origin and that the employer shall provide harassment-free work environment for the realization of the potential of each employee. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training including apprenticeship insofar as it is within our control.

This company agrees not to discriminate against any subcontractor or person who offers to subcontract on this contract because of race, religion, color, age, disability, sex or national origin. To further this policy, this company will take affirmative measures to increase subcontracting opportunities for businesses owned by racial/ethnic affirmative action group members, women and persons with disabilities, and encourage similar efforts from those companies with which we do business on City of Madison contracts.

Agencies funded by Dane County:

Pursuant to Federal, State and requirements set forth by the County Board of Supervisors of the County of Dane, Chapter 19 of the Dane County Ordinances, it is our agency's policy to provide equal employment opportunity to all employees and applicants for employment without regards to race, religion, color, sex, disability, age, sexual preference, marital status, physical appearance, national origin, cultural differences, developmental disability, ancestry, arrest or conviction record, or membership in the National Guard, State Defense Force. All employees shall be treated equally with respect to, but not limited to, recruitment, hiring, compensation, promotions, layoff recalls, training, transfers, training, other benefits, and selection of apprenticeship insofar as it is within our control. To implement this policy, this firm will take affirmative action to reach a balanced workforce.

Agencies funded by Dane County Human Services Department:

This agency is in compliance with the equal opportunity policy and standards of the Wisconsin Department of Health and Family Services and the Department of Workforce Development and all applicable state and federal statutes and regulations relating to nondiscrimination in employment and service delivery.

No otherwise qualified person shall be excluded from employment, be denied the benefits of employment or otherwise be subject to discrimination in employment in any manner on the basis of age, race, religion, color, sex, national origin or ancestry, handicap, physical condition, developmental disability, arrest or conviction record, sexual orientation, marital status or military participation.

All employees are expected to support our goals and programmatic activities relating to nondiscrimination in employment.

No otherwise qualified applicant for services or service recipient shall be excluded from participation, be denied benefits, or otherwise be subject to discrimination in any manner on the basis of race, color, national origin, sex, religion, age or disability. This policy covers eligibility for and access to service delivery and treatment in all of our programs contracted and services provided directly.

Our company/agency will assure the equitable and accessible delivery of health and human services to the population which we serve by assuring that services are administered and provided in compliance with federal, state and local civil rights legislation, executive orders, rules and regulations to include Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title IX of the Educational Amendments of 1972, the Age Discrimination Act of 1975 and Title II of the Americans with Disabilities Act of 1990. This agency insures that no otherwise qualified person, based on protected status, shall be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program, service or activity which we provide. This includes, but is not limited to, program eligibility, treatment by staff, communication of program information, access to facilities and or program and activities, assignment of clients to staff within a program, outreach, intake and admissions, assignment to facilities or referrals to other services, assessment/diagnosis/evaluation and treatment, disciplinary actions and terminations from programs. Protected status includes age, race, color, disability, association with a person with a disability, gender, creed or religious conviction, national origin and ancestry.

## **II. Staff Responsibility**

Our chief executive, who will be responsible for overall implementation of our affirmative action program, is (name and title) \_\_\_\_\_.

Our designated Equal Employment Opportunity/Affirmative Action (EEO/AA) Officer, (name and title) \_\_\_\_\_, will be responsible for internal monitoring, compiling data and providing reports on the status of this contractor's adherence to the provisions of this affirmative action plan and will serve as the liaison between the contractors and the contracting agency.

### **III. Targeted Business Enterprises**

- A. This contractor understands that it is County of Dane policy to ensure that an equitable share of its business goes to Minority/Women/ Disadvantaged/Small Business Enterprises and Emerging Small Business Enterprises (M/W/D/SBE/ESBEs).<sup>1</sup> As a City and/or County contractor, we make the following commitments on City and/or County contracts and/or transactions:
1. to allow M/W/D/SBE/ESBEs opportunities to compete for subcontracting opportunities; and
  2. to make a good faith effort to increase our utilization of M/W/D/SBE/ESBEs as subcontractors, suppliers, etc., to ensure that M/W/D/SBE/ESBEs receive an equitable share of this contractor's business.
- B. To realize these commitments we will:
1. review lists of certified M/W/D/SBE/ESBEs, and consider using them as subcontractors or suppliers, etc., especially in the performance of City and County contracts;
  2. refer our subcontractors and suppliers that are prospective M/W/D/SBE/ESBEs to the City and County Contract Compliance Programs for certification; and,
  3. maintain records of utilization of certified M/W/D/SBE/ESBEs on City and County contracts to be made available to compliance staff during audits.
- C. For City and County projects with M/W/D/SBE/ESBE Program goals, this contractor will comply with the special requirements of the respective program.

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<sup>1</sup>Refer to the "Definitions" section (pp. 15-17) for specific terms and definitions of M/W/D/SBEs/ESBEs.



#### **IV. Personnel and Other Employment-Related Policies**

This contractor will have nondiscriminatory personnel and employment-related policies for its workforce. These policies and practices will be applied in a fair and uniform manner in order that the concept of equal opportunity will be realized. We will continuously review our personnel and employment-related policies to correct or eliminate any that may be discriminatory and, therefore, act as barriers to compliance with this affirmative action plan or to attaining the goals detailed herein. In order to realistically assess any need to change existing employment policies, we will review the areas listed below and take whatever remedial action is indicated to correct policies which are found to have a differential impact on people with disabilities, female and racial/ethnic employees.

##### **A. Recruitment**

Review scope and methods of recruitment to make sure that we are reaching prospective people with disabilities, racial/ethnic affirmative action groups and female applicants.

##### **B. Selection Criteria**

Review requirements regarding age, experience, education, physical features (height and weight), marital status, arrest and conviction to make certain they are job-related.

##### **C. Application Form or Process**

Review our employment application and application process to ensure that information required or requested is bias-free, job-related and essential as pre-employment information.

##### **D. Payroll Policies**

Review our payroll policies to determine whether wage and salary decisions are based on nondiscriminatory factors. Benefits will be reviewed to determine whether women and men, racial/ethnic and nonracial/ethnic employees and people with or without disabilities are entitled to the same benefits.

##### **E. Staff Development**

Review our training programs, promotional opportunities and seniority systems to ensure that they are nondiscriminatory.

##### **F. Layoffs and Termination**

Review layoff and termination procedures to ensure that there is no adverse impact on racial/ethnic employees, people with disabilities or female employees.

G. Collective Bargaining Agreements with Labor Organizations (where applicable)

Review our collective bargaining agreements with the labor organizations listed below to ensure that there are no provisions which have a discriminatory impact on members of any protected groups.

Union	Local No.	Business Agent	Address and Telephone	EEO

H. Discrimination Complaints

Review policies to ensure that there is an established procedure for internal review of discrimination and harassment complaints, and that the employee is aware of the appropriate person(s) to whom such complaints should be made.

V. **Good Faith Efforts to Attain Goals**

In order to improve the representation of racial/ethnic affirmative action groups, women and people with disabilities in our workforce, we will carry out the following good faith efforts to achieve a balanced workforce:

**M = Maintain, I = Initiate, C/D = Completion Date.** See narrative space provided on page 8 for any additional explanation.

M	I	C/D	
			A. Dissemination of Policy Statement and Plan
			1. Include policy statement in our policy manual
			2. Prominently display on employee bulletin boards the fact that we are an EEO/AA employer.
			3. Make a reference copy of this plan available to any employee who requests one.
			4. Publicize that we are an "affirmative action/equal opportunity employer" in all of our employment-related media advertising.

			<p><b>B. Recruitment</b></p> <ol style="list-style-type: none"> <li>1. Upon request, supply job applicants with a reference copy of our affirmative action plan.</li> <li>2. Provide written or telephone notice of external job openings to the City AA Department (267-8786). Notices will include job responsibilities, qualifications, wage information and application deadlines. <b>(City of Madison Funded Agencies Only)</b>.</li> <li>3. Mail written job notices to the Dane County Office of Equal Opportunity, 210 Martin Luther King Jr. Blvd., Room 421, Madison, WI 53703-3342. <b>(Dane County Funded Agencies Only)</b>.</li> <li>4. Maintain, for at least six months, the applications of all female and racial/ethnic applicants who appear to be qualified for employment with us.</li> <li>5. In accordance with the basic record keeping requirements of Title VII of the Civil Rights Act of 1964 and the 1978 Uniform Guidelines on Employee Selection Procedures, maintain annual applicant flow data.</li> <li>6. Encourage present female, people with disabilities, and racial/ethnic employees to assist in the recruitment of prospective female, people with disabilities and racial/ethnic employees.</li> </ol>
			<p><b>C. Selection Criteria</b></p> <ol style="list-style-type: none"> <li>1. Review and take into account workforce and salary goals when hiring, promoting, laying off and terminating employees.</li> <li>2. Review as necessary all of our personnel policies and practices to ensure that they are reliable and unbiased.</li> <li>3. Establish selection criteria which accurately identify the actual skill requirements of jobs; use reliable and unbiased screening methods (oral and written tests, interview questions, etc.) to measure job-related skills.</li> </ol>
			<p><b>D. Payroll Practices</b></p> <ol style="list-style-type: none"> <li>1. Review, at a minimum of every two years, the entire payroll for potential Equal Pay Act and Title VII problems, wage discrimination, and disparities in wage and promotional opportunities in the workforce.</li> <li>2. Maintain records of any potential problems discovered in the review and the goals established to eliminate them.</li> <li>3. Make hiring, promotion, bonus and other pay decisions without regard to race, gender or disability.</li> </ol>

			<p>E. Staff Development</p> <ol style="list-style-type: none"> <li>1. Take affirmative steps to provide promotional and career advancement opportunities, including compensable training to women, racial/ethnic affirmative action groups and people with disabilities.</li> <li>2. Participate, when feasible, in area training programs such as the Workforce Investment Act (WIA) and Wisconsin Opportunities Tax Credit (WOTC), which expressly include racial/ethnic affirmative action groups, females and people with disabilities, or other upgrading, training and apprenticeship programs that are relevant to our needs.</li> <li>3. Ensure that all employees have equal access to training and promotional opportunities.</li> </ol>
			<p>F. Harassment-Free Work Environment</p> <ol style="list-style-type: none"> <li>1. Ensure a harassment-free work environment for all employees.</li> <li>2. Be sure that all managers and supervisors know their responsibility for eliminating harassment.</li> <li>3. Make the policy clear to all employees by: <ol style="list-style-type: none"> <li>a. raising the subject of harassment with our employees</li> <li>b. developing strong disapproval of all forms of harassment;</li> <li>c. developing appropriate sanctions; and</li> <li>d. informing employees of their right to file complaints with enforcement agencies if harassment is not eliminated.</li> </ol> </li> </ol>

Narrative (To include comments on any of the above items and any additional good faith efforts. Attach separate sheets if necessary)

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## **VI. No Private Cause of Action**

This plan is not intended to create a private right of action by or on behalf of any employee or applicant for employment based upon a claim that this plan, or the employer's contractual obligations have not been complied with.

### *Agencies funded by the City of Madison*

An employee or applicant for employment who claims a violation of this plan or the employer's agreement with the City may file a complaint as provided in Sec. 3.58(8)(h), Madison General Ordinances.

### *Agencies funded by the Dane County*

An employee or applicant for employment who claims a violation of this plan or the employer's agreement with the County may file a complaint as provided in Chapter 19, Subchapter (II) Section 19.71, Dane County Ordinances.

### *Agencies funded by the Dane County Human Service Department*

An employee, applicant for employment, service recipient or qualified applicant for services who claims a violation of this plan or the employer's agreement with the County may file a complaint as provided in Chapter 19, Subchapter (II) Section 19.71, Dane County Ordinances.

**VII. Acknowledgement**

On behalf of this vendor and with its authorization, the undersigned acknowledges that s/he has read, reviewed and adopted this affirmative action plan and agrees to be bound by it. Further, the information provided herein is true and accurate to the best of this employer's ability. The undersigned further acknowledges that the funding entity has the right to review the records of this employer which shall be maintained as documentation of this employer's agreement to be bound by the plan and supplemental narrative we have submitted.

Submitted at Madison, Wisconsin this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_ .

EEO/AA Officer

Chief Executive Officer

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name (Please print or type)

\_\_\_\_\_  
Name (Please print or type)

**VIII. DANE COUNTY HUMAN SERVICE AGENCIES ONLY**

**Access to Services**

In accordance with 45 CFR Part 80, Chapter 19, Subsection II of the Dane County Code of Ordinances, and the Civil Rights Compliance Standards of the State of Wisconsin Department and Health and Family Services we will implement the service delivery policies in a nondiscriminatory manner. We will review our service delivery policies to ensure they are applied in a fair and uniformed manner. We will continuously review the areas listed below to evaluate and revise our service delivery practices.

M - Maintain, I = Initiate, C/D = Completion Date. See narrative space below to include comments or explanation on any of the items or comments on any additional good faith efforts.

M	I	C/D	
			A. Provide equal access to all programs, services or activities, including, but not limited to, eligibility, treatment, staff assignments, outreach, intake and admissions, facilities assignments, communication of information and referrals to other services.
			B. Assuring physical access to the facilities by allowing persons with functional limitations caused by impairments of sight, hearing, coordination or perception, or persons with semi-ambulatory or non-ambulatory disabilities to enter, leave, circulate within, use public toilet facilities and elevators.
			C. Provide translators and/or sign language interpreters to assist applicants and clients with hearing impairments or with limited ability to read, speak or understand English.
			D. Providing information in formats which are understandable to persons with visual or hearing impairments.
			E. Providing readers for persons with visual impairments.
			F. Providing special assistance for persons with developmental or learning disabilities.

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YOUR CLIENT SERVICE POP. ANALYSIS			USE COLUMN WHICH BEST MATCHES CLIENTS IN AGE CATEGORIES				(D), (E), OR (F)-(C)		
(A) PROTECTED STATUS	Client Population		(D) Total Population		(E) Population Age 0-17*		(F) Population 60 and over		(G) Variance
	(B)#	(C) %	#	%	#	%	#	%	+ % or - %
WHITE			399,488	81.9%	74,985	70.7%	70,843	94.6%	
BLACK			24,717	5.1%	8,735	8.2%	1358	1.8%	
HISPANIC			28,925	5.9%	10,688	10.1%	948	1.3%	
Native American			1,338	.3%	302	.3%	107	.1%	
Asian/Pacific Island			23,048	4.7%	5,619	5.3%	1354	1.8%	
OTHER/Unknown			628	.1%	288	.3%	27	.0%	
MULTIRACIAL			9,929	2.0%	5,467	5.2%	288	.4%	
TOTAL			488,073	100%	106,084	100%	74,925	100%	
DISABILITY*			Age 5+ 43,031	Pop=454,838 9.5%	Age 5-17 3,016	Pop=75,908 4.0%	Age 65+ 13,797	Pop=49,010 28.2%	
FEMALE			246,662	50.5%	51,800	48.8%	41,348	55.2%	
MALE			241,411	49.5%	54,284	51.2%	33,577	44.8%	

Data Source: Race and Gender Data is from the 2010 SF-1 Census File- Tables PCT12H-PCT120, Disability Data is from the 2010 American Community Survey (ACS) Table B18101-Sex by Age by Disability Status

\* Please note that the age ranges (5+, 5-17, age 65+) for Disability Status are different than those for Race/Ethnicity and Sex. Disability may include one or more of the following: hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, independent living difficulty.

Data Period: From \_\_\_\_\_ to \_\_\_\_\_ Data Source \_\_\_\_\_

If client population percentage is less than eligible population %, please explain. \_\_\_\_\_

Have there been any denials of service? \_\_\_ If so, how many? \_\_\_ If denials of service are disproportionate by race or gender, please explain. \_\_\_\_\_

\_\_\_\_\_ List # of discrimination complaints filed last year? \_\_\_\_\_ Please comment on the nature of complaints both formal and informal.



**CURRENT WORK FORCE ANALYSIS  
COMPANY NAME**

DATE \_\_\_\_\_, 20 \_\_\_\_\_

TOTAL EMPLOYEES		MALES					FEMALES					PROTECTED GROUPS		
Job Categories	Total	C	B	H	NT/A	A/PI	C	B	H	NT/A	A/PI	Total Minority M/F	Total Female All Races	Persons With Disabilities
Managers														
Professionals														
Technicians														
Sales Workers														
Office & Clerical														
Crafts (Skilled)														
Operatives (Semiskilled)														
Laborers (Unskilled)														
Service Workers														
<b>Total</b>														

**Last Year's (if available)**

Total Employees \_\_\_\_\_ (100%)

Minorities \_\_\_\_\_ % \_\_\_\_\_

Women \_\_\_\_\_ % \_\_\_\_\_

Persons with Disabilities \_\_\_\_\_ % \_\_\_\_\_

**Total Work Force (this year)**

Total Employees \_\_\_\_\_ (100%)

Minorities \_\_\_\_\_ % \_\_\_\_\_

Women \_\_\_\_\_ % \_\_\_\_\_

Persons with Disabilities \_\_\_\_\_ % \_\_\_\_\_

**C = Caucasian**

**B = Black**

**H = Hispanic**

**NT/A = Native American**

**A/PI = Asian/Pacific Islander**

**GOALS/PROJECTED WORK FORCE**

NAME OF FIRM \_\_\_\_\_

DATE: FROM \_\_\_\_\_ TO \_\_\_\_\_

<b>EEO Job Categories</b>	<b>Total Number (100%)</b>	<b>Total Minority Representation</b>	<b>%</b>	<b>Total Female Representation</b>	<b>%</b>	<b>Total Persons With Disabilities</b>	<b>%</b>
<b>Officials &amp; Managers</b>							
<b>Professionals</b>							
<b>Technicians</b>							
<b>Sales Workers</b>							
<b>Office &amp; Clerical</b>							
<b>Crafts (Skilled)</b>							
<b>Operatives (Semiskilled)</b>							
<b>Laborers (Unskilled)</b>							
<b>Service Workers</b>							
<b>Totals</b>							

**Please see the attached, Targeted Work Force Worksheet, before completing this form.**

**TARGETED WORK FORCE WORKSHEET**

The sample below uses the job category, Service Workers in order to establish a projected work force goal. The same calculations should be completed for all applicable job categories in your agency, (i.e. Officials/Managers, Professionals, etc.). In preparing the projected work force, the following steps may be used to establish goals:

- a) Enter the actual (current) workforce in column (1)
- b) Enter the number of projected hires in column (2)
- c) Enter the number of employees who will leave the work force column (3)
- d) Add columns (1) and (2) and subtract column (3) and enter number on column (4)
- e) Calculate percentage from column (4) and enter percentage on column (5)

Once this exercise has been completed, transfer the information from Column (4) and (5) for each pertaining job category, onto the Goals/Projected Work Force Form.

TARGETED WORK FORCE (SAMPLE)					
Job Category	(1) Current Employees	(2) Anticipated Hiring Opportunities	(3) Employees who will leave the workforce	(4) Projected Workforce (1 + 2 -3)	(5) %
Service Workers					
Total Employees	172	10	12	170	100%
Total Minorities	4	3	1	6	3.5%
Total Female	111	10	6	115	67%
Total Persons with Disabilities	9	2	1	10	5.8%

**WORKSHEET**

The following is a blank copy of the worksheet to be used for establishing projected work force for each job category. Make copies of this worksheet for each applicable job category in your organization.

TARGETED WORK FORCE					
Job Category	(1) Current Employees	(2) Anticipated Hiring Opportunities	(3) Employees who will leave the workforce	(4) Projected Workforce (1 + 2 -3)	(5) %
Total Employees					100
Total Minorities					
Total Females					
Total Persons with Disabilities					

## XI. DEFINITIONS

**Affirmative Action Plan (AAP):** A document developed by the contractor which details the programmatic efforts to implement and ensure equal employment opportunity, service delivery, equitability, and achieve a balanced work force.

**Aggregate Annual Contract:** The total amount contracted for in one calendar year.

**Balanced Work Force:** A representation of minorities, women, and persons with disabilities in each job category (as defined by Equal Employment Opportunity Commission) of the contractor's work force that equals the percentage of the availability of the protected groups in each job category in the appropriate Standard Metropolitan Statistical Area (SMSA).

**Contract:** An agreement entered into by a contracting agency for the construction, purchase, furnishing or disposal of goods, service or real property.

**Contractor:** Any party entering into an agreement or contract with a contracting agency for the construction, purchase, furnish of disposal of goods, services or real property. Subcontractors are included within the term "contractor".

**Deficiency:** A specified area of noncompliance in the formation or implementation of the contractor's Affirmative Action Plan.

**Desk Audit:** A thorough analysis prior to on-site review of a contractor's Affirmative Action Plan, program, and supportive data to determine the extent of the contractor's compliance both in terms of program strengths and deficiencies.

**Goal:** A numerical hiring plan to achieve a balanced work force, the achievement of which is to be attempted in all good faith.

**Goals and Timetables:** Short term numerical hiring projections of the representation of minorities, women and persons with disabilities which an employer intends to achieve at the end of a set period.

**Good Faith Effort:** The steps and measures taken by a contractor to implement all phases of his or her Affirmative Action Plan.

**Persons with Disabilities:** A person who: (a) has a physical or mental impairment which substantially limits one or more major life activities; (b) has a record of such impairment; or (c) is regarded as having such an impairment.

**Job Categories:** One or more jobs having similar content, wage rates and opportunities. The appropriate job categories as defined by the Federal Department of Labor shall be utilized.

**Officials/Managers:** Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of the firm/agency's operations. Includes officials, executives, middle management, plant managers, department managers and superintendents, salaried lead workers who are members of management, purchasing agents and buyers, and kindred workers.

**Professionals:** Occupations requiring college graduation or experience of such kind and amount as to provide a comparable background. Includes accountants, auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineering, lawyers, librarians, mathematicians, natural scientists, registered nurses, personnel and labor relations workers, physical scientists, physicians, social scientists, teachers and kindred workers.

**Technicians:** Occupations requiring a combination or basic scientific knowledge and manual skill which can be obtained through two years of post high school education, such is offered in many technical institutions and junior colleges or through equivalent on-the-job training, includes computer programmers and operators, drafters, engineering aids, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, surveyors, technical illustrators, technicians (medical, dental, electronics, physical sciences) and kindred workers.

**Sales Workers:** Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and salespersons, insurance agents, and brokers, real estate agents and brokers, stock and bond salespersons, demonstrators, sales clerks, grocery clerks and cashier checkers, and kindred workers.

**Office/Clerical:** Includes all clerical type work regardless of level of difficulty, where the activities are predominantly non-manual through some manual work not directly involved with altering or transporting products is included. Includes bookkeepers, cashiers, collectors (bills and accounts) massagers and office people, office machine telephone operators and kindred workers.

**Craft Workers Skilled:** Manual laborers of relatively high skill level who have a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training includes the building trades, hourly paid supervisors and lead who are not members of management mechanics and repair people, skilled machine operators, compositors and typesetters, electricians, engravers, job setters (metal) motion picture projectionists, pattern and model makers, stationary engineers tailors and kindred workers.

**Operatives Semi-skilled:** Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes apprentices (auto mechanics), plumbers, building trades, metal working trades, bricklayers, carpenters, electricians, machinists, mechanics, printing trades, etc., operatives, attendants (auto service and parking), plasters, chauffeurs, delivery workers, dressmakers, and seamstresses (except factory), dryers, furnace workers, heaters (metal), laundry and dry cleaning operatives, milliners, mine operative and laborers, oilers and greaser (except auto), painters except construction and maintenance, photographic process, workers, stationary firefighters, truck and tractor drivers, weavers (textile), truck and tractor drivers, welders and flame cutters and kindred workers.

**Laborer (Unskilled):** Workers in manual occupations which generally require no special training. Perform elementary duties that may be learned in a few days and require the application of little or no independent judgement. Includes garbage laborers, car washers and greaser, gardeners (except farm) and groundskeepers, and woodchopper, laborers, performing lifting, digging, mixing, loading and pulling operations and kindred workers.

**Service Workers:** Workers in both protective and non-protective service occupations. Includes attendants (hospital and other institutions, professional and personal service, including nurses aide and orderlies), barbers, cleaners, cooks (except household), counter, and fountain workers, elevator operators, operators, shipping and receiving, clerks, stenographers, telegraph and police officers and detectives, porters, wait persons, and kindred workers.

**Disadvantaged Business Enterprise (DBE):** A small business concern: (a) Which is at least fifty-one percent (51%) owned by one or more socially and economically disadvantaged individuals, or, in the case of any publicly owned business, at least fifty-one percent (51%) of the stock which is owned by one or more socially and economically disadvantaged individuals; and, (b) Whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.

**Emerging Small Business Enterprise (ESBE):** An independent business concern that has been in business for at least one year; Business is located in the State of Wisconsin; Business is comprised of less than 25 employees; Business must not have gross sales in excess of three million over the past three years; Business does not have a history of failing to complete projects.

**Minority Business Enterprise (MBE):** An independent and valid business concern that is owned and controlled by minority person(s). A minority person or persons must own fifty one (51%) percent of the business and must control the management and daily operation of the business.

**Small Business Enterprise (SBE):** A detailed small business enterprise program shall be submitted to the Council for its approval. The program shall include procedures for certification of small business enterprises, shall establish a mechanism for setting small business enterprise participation goals for all public work projects with an estimated cost of \$100,000 or more, and shall establish other necessary and appropriate procedures. Applicable requirements of the program shall be incorporated into City contracts. The Department of Affirmative Action shall study the effect of the small business enterprise program on participation by affected and underrepresented groups in city contracting and shall provide a full report to the Common Council on or before January 1, 1993, and every two years thereafter.

**Women Business Enterprise (WBE):** An independent and valid business concern that is owned and controlled by women who must own fifty one (51%) percent of the business and must control the management and daily operation of the business.

**White (C) (Not Hispanic origin):** Persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

**Black (B) (Not of Hispanic origin):** All persons having origin in any of the black African racial groups.

**Hispanic (H):** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race.

**Asian or Pacific Islander (A/PI):** All people having origins in any of the original people of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands.

**Native American or Alaskan Native (N/A):** All persons having origins in any of the original peoples of North America.