



**CITY OF PLANO
COUNCIL AGENDA ITEM**

CITY SECRETARY'S USE ONLY				
<input type="checkbox"/> Consent <input type="checkbox"/> Regular <input type="checkbox"/> Statutory				
Council Meeting Date:		6/25/12		
Department:		Human Resources		
Department Head		Jim Parrish		
Agenda Coordinator (include phone #): Billy Bailey / 941-5411				
CAPTION				
Resolution of the City Council of the City of Plano, Texas, approving and adopting an updated City of Plano Affirmative Action and Equal Employment Opportunity Program to reflect current practices; authorizing its execution by the City Manager or his designee; and providing an effective date.				
FINANCIAL SUMMARY				
<input checked="" type="checkbox"/> NOT APPLICABLE <input type="checkbox"/> OPERATING EXPENSE <input type="checkbox"/> REVENUE <input type="checkbox"/> CIP				
FISCAL YEAR: 2011-2012	Prior Year (CIP Only)	Current Year	Future Years	TOTALS
Budget	0	0	0	0
Encumbered/Expended Amount	0	0	0	0
This Item	0	0	0	0
BALANCE	0	0	0	0
FUND(S):				
COMMENTS: This item has no fiscal impact				
STRATEGIC GOAL PLAN: FINANCIALLY STRONG CITY WITH SERVICE EXCELLENCE				
SUMMARY OF ITEM				
The Human Resources Department is updating the Affirmative Action and Equal Employment Opportunity Plan for the City.				
List of Supporting Documents: Affirmative Action and Equal Employment Opportunity Program			Other Departments, Boards, Commissions or Agencies	

A Resolution of the City Council of the City of Plano, Texas, approving and adopting an updated City of Plano Affirmative Action and Equal Employment Opportunity Program to reflect current practices; authorizing its execution by the City Manager or his designee; and providing an effective date.

WHEREAS, the City Council initially approved and adopted the City of Plano Affirmative Action Plan and Equal Employment Opportunity Program in 1985; and

WHEREAS, the City Council approved and adopted an amended Affirmative Action Plan and Equal Employment Opportunity Program in 1989 (“Plan”); and

WHEREAS, it is necessary to further revise the Plan to reflect current practices; and

WHEREAS, upon full review and consideration of the updates to the Plan as shown in Exhibit “A” and all matters attendant and related thereto, the City Council is of the opinion that the City of Plano Affirmative Action Plan and Equal Employment Opportunity Program should be approved, and that the City Manager, or his designee, shall be authorized to execute it on behalf of the City of Plano.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF PLANO, TEXAS, THAT:

Section I. The updated City of Plano Affirmative Action and Equal Employment Opportunity Program attached hereto and made a part hereof is hereby approved and adopted.

Section II. The policies and procedures set forth in the revised Plan will be followed accordingly.

Section III. This Resolution shall become effective immediately upon its passage.

DULY PASSED AND APPROVED this the 25th day of June, 2012.

Phil Dyer, MAYOR

ATTEST:

Diane Zucco, CITY SECRETARY

APPROVED AS TO FORM:

Diane C. Wetherbee, CITY ATTORNEY

CITY OF PLANO
AFFIRMATIVE ACTION
AND
EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

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CHAPTER 1

Affirmative Action and Equal Employment Opportunity Statement of Commitment

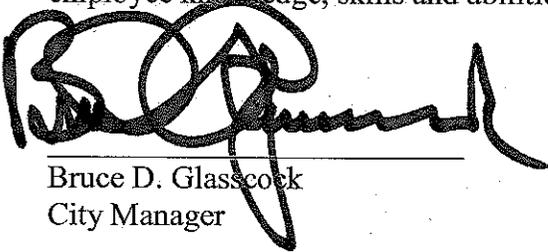
It is the policy of the City of Plano to afford equal opportunity in employment and advancement opportunities, and in the continuance of employment to all individuals, regardless of their race, color, religion, sex, national origin, age or disability status.

Affirmative Action will be taken to ensure that applicants are employed in a manner which reflects the spirit of, and a commitment to, the principles and objectives of Affirmative Action.

The City's Affirmative Action Program states the fact that full and equal participation of all people, regardless of race, color, national origin, religion, gender, age, and disability status, are necessary components of an effective overall City-wide Affirmative Action Program.

The City is cognizant that its Affirmative Action guidelines, programs, policies, and statistical data will not take president over the City's committed to the development and implementation of an effective Affirmative Action Program. The right attitude and a strong commitment are needed by Management to achieve the true objectives of Equal Employment Opportunity.

The City shall continually examine recruitment and hiring policies, to include work processes, training programs, promotional practices, and methods for employee development. All this will be done to increase diversity of qualified job candidates, remove any hidden barriers, enhance employee knowledge, skills and abilities, and support continuous learning.



Bruce D. Glasscock
City Manager

05/11/12
Date

I. Definition of Equal Employment/Affirmative Action Terms

Affirmative Action: A process by which an employer identifies utilization in the employment of a diverse workforce, based on race, ethnicity and gender. The employer takes positive steps to ensure equal employment opportunities, where they are underrepresented in the organization, in relation to their availability in the labor markets from which recruiting occurs.

Concentration: Condition wherein substantially more ethnic minorities or women in a particular job group exist than might reasonably be expected by their overall representation in the employer's workforce or relevant section of that workforce.

Designated Protected Class: Term referring to a person's race, ethnicity or gender.

Equal Employment Opportunity: Environment wherein decisions affecting employment and advancement at all levels are based on individual qualifications and ability to perform a given job, without regard to race, color, religion, sex, national origin, age, or handicapped status.

Organizational/Departmental Affirmative Action Strategic Plan (AASP): Specific plan of action, resulting from a process of workforce analysis and needs identification, designed to address underrepresentation and address AA/EEO related concerns on a departmental or organizational basis.

Organizational Job Category: The assignment of jobs to one of eight (8) Job Categories as described in EEO-4 Description of job category. These job categories shall serve as the basis of all workforce analyses.

- **Officials and Administrators:** 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, or provide specialized consultation on a regional, district or area basis.
- **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.
- **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
- **Protective Service Workers (Non-Sworn):** Occupations in which workers are entrusted with public safety, security and protection from destructive forces.
- **Paraprofessionals:** This category was **removed from the 2000 U.S. Census**, so positions were *re-assigned to other* categories.

- **Administrative Support (including Clerical and Sales):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.
- **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.
- **Service/Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

Parity: Condition wherein an employer's workforce profile (racial and ethnic minorities) mirrors the relevant external labor market (availability).

Relevant Labor Market: Geographic area from which employment availability is drawn.

Targets: Specific Affirmative Action targets toward the achievement of employment parity which are significant, measurable, and reasonably attainable by means of applying every good-faith effort. These goals are designed to correct identifiable underrepresentation, are flexible and responsive to changing conditions, and are not to be construed as rigid quotas.

Underrepresentation: Condition wherein ethnic minorities or women in a job group are substantially fewer than their representation in the relevant labor market.

II. Dissemination of Affirmative Action Program

Copies of the City's Affirmative Action Program will be maintained in Human Resources.

When appropriate, individual City departments, with assistance from Human Resources, may develop and maintain specific Affirmative Action Strategic Plans (AASP) in their administrative offices. When this occurs, the original of the AASP will be available in the respective department and a copy of the AASP will be on file in Human Resources during the Affirmative Action plan year. Upon completion of the AAP-Year the completed AASP will be forwarded to Human Resources.

The City's commitment to the principles of Affirmative Action, as detailed herein, and Equal Employment Opportunity shall be communicated throughout the entire workforce.

The City's AA/EEO commitment shall be published in the City of Plano Human Resources Policies and Procedures Manual (CPHRPPM). The CPHRPPM is readily available online for all employees.

The Human Resources Department shall conduct ongoing training and information programs to employees to promote an understanding of Affirmative Action and Equal Employment.

All new employees shall receive diversity training to include an overview of the City's commitment to affirmative action and equal employment opportunity, and to ensure the employees awareness of the City's commitment to equal and fair treatment of all its employees.

EEO posters shall be posted at facilities and job sites within City departments.

All City's recruitment brochures and advertisements shall include the Equal Employment Opportunity policy statement (or similar statement.) All vacancy announcements, newspaper advertisements, radio and television advertisements shall reference the City's EEO commitment policy (or similar statement.)

These activities shall be pursued in order to publicize the City's AA/EEO policies and commitment throughout the City's workforce, the community, and all relevant recruitment areas.

III. Responsibility for Affirmative Action Program Implementation

The City of Plano's Affirmative Action Program has the full support of City Management. In order to demonstrate that support, specific responsibilities have been assumed at the highest levels of the organization. In addition, specific responsibilities have been delegated to various city officials to ensure that the objectives of the City are achieved.

➤ City Council

The City Council re-affirms the City's commitment to Affirmative Action by adopting policies which support the principles of Affirmative Action and Equal Employment Opportunity.

➤ City Manager

The City Manager shall direct positive implementation of the Affirmative Action and Equal Employment, provide resources and support to ensure the program is successful, and set an example for equal employment opportunities through recruiting and hiring practices.

➤ Deputy City Managers

The Deputy City Managers are responsible to the City Manager for ensuring that the City's Affirmative Action Program is effectively and appropriately carried out in their respective areas of responsibility.

➤ **Department Heads**

Department Heads are responsible for ensuring that the principles of Affirmative Action and Equal Employment plans and policies are adhered to in their respective departments. Departments having underrepresentation shall work with Human Resources for the development and implementation of a Departmental Affirmative Action Strategic Plan which will identify and target areas of particular need. AASPs may address areas of need other than underrepresentation.

➤ **Human Resources Director**

The Human Resources Director shall establish, maintain, and oversee the administration of the City's Affirmative Action Program and Equal Employment Opportunity policies, and provide technical assistance where needed. These responsibilities shall also include:

1. Providing technical assistance to the development and implementation of the Affirmative Action Program and departmental Affirmative Action Strategic Plans; providing departmental training regarding Equal Employment Opportunity laws and compliance.
2. Overseeing the City's appeal and grievance procedures, providing technical assistance as needed. This includes coordinating and processing of charges of alleged unlawful employment discrimination filed with the U.S. Equal employment Opportunity Commission against the City.
3. Overseeing the process of recruitment and employment of qualified persons from all ethnic groups and women, as well as the counseling, training, and utilization of employees to enhance opportunities for their continued employment and enhance their pursuit of promotional opportunities.
4. Conducting workforce analyses to identify those classifications wherein all ethnic groups and female underrepresentation exists.
5. Conducting recruitment activities for the purpose of hiring qualified ethnic minority and female applicants into underrepresented job classifications.
6. Developing and administering an internal auditing and reporting system to measure Program successes and shortcomings.

7. Identifying targeted placement opportunities; coordinating with departments to achieve desired results.
8. Conducting workforce analyses to identify those classifications wherein ethnic minority and female underrepresentation exists.
9. Working in coordination with various city departments in various capacities, such as campus recruitment, job fairs, etc. in fulfillment of departmental AASPs.

IV. Workforce Analysis by Race-Ethnicity and Gender by Organizational Job Category

On an annual basis, the Human Resources Department shall distribute a profile of the City's workforce by ethnicity, gender, and organizational job category, for the purpose of identifying job classifications in which members of designated protected groups are underrepresented.

The City's workforce will be analyzed to determine underrepresentation according the following EEO-4 designated categories:

1. Officials and Administrators
2. Professional
3. Technical
4. Protective Service
5. Para-Professional
6. Secretarial/Clerical
7. Service/Maintenance
8. Skilled Craft Workers

Any category with underrepresentation will be addressed by Human Resources to the respective department head.

V. The Effects on Non-Members of Targeted Class

This plan should not impede any individual in any way which would deprive that individual of promotional opportunities, or otherwise adversely affect the status as an employee on the basis of race, color, religion, sex, handicapped status, or national origin.

VI. Monitoring the AA/EEO Program

The Human Resources Department shall establish and administer a City-wide AA/EEO monitoring system to routinely assess Program progress and achievement of departmental AASP objectives.

A. Annual AA/EEO Program Status Report

This report shall be prepared by the Human Resources Department and submitted to the City Manager. This narrative report shall include an analysis and itemized summary of the Program's activities, achievements, progress and shortcomings with accompanying recommendations and statistical data.

B. Annual Departmental Workforce Analysis by Race/Ethnicity, Gender and Organizational Job Category.

A racial/ethnic and gender profile of each City department, by Organizational Job Category, shall be prepared. Organizational Job Categories, where ethnic minorities and females are underrepresented, shall be identified. "Accomplishments and shortcomings" and "corrective actions recommended" shall be noted by each Department Head with underutilization. The Human Resources Analyst will be available to assist the department in developing an AASP to assist in the achievement of identified needs.

CHAPTER 2:

Organizational/Departmental Affirmative Action Strategic Plan

The City of Plano's Affirmative Action Program (AAP) will place a great emphasis upon organizational responsiveness to Affirmative Action needs. In order to accomplish this, Department Heads having departmental underrepresentation will develop Departmental Affirmative Action Strategic Plans (AASPs), in conjunction with the Human Resources Department.

The information below should function as a guideline for development of departmental AASPs; however, departments should not consider themselves limited to suggestions outlined herein.

Although departmental plans should not in any way conflict with the policies of plans outlined, departments are encouraged to be creative and innovative in the development and implementation of their individual AASPs.

The result of this developmental process should be the preparation and implementation of a plan specifically tailored to the needs and resources of each department.

This workbook is divided into eight sections. Each of these sections constitutes a distinct element in the departmental AASPs. The eight section titles will serve as the Table of Contents:

- I. Affirmative Action and Equal Employment Opportunity Policy Statement
- II. Dissemination of Organizational/Department Affirmative Action Strategic Plan
- III. Responsibility for Organizational/Departmental Affirmative Action Strategic Plan Implementation
- IV. Identification of Problem Areas/Deficiencies
- V. Development of Affirmative Action Strategic Plan Action Items
- VI. Audit and Reporting Systems
- VII. Participation in Community Programs
- VIII. Annual Affirmative Action Strategic Plan Form
- IX. Department Utilization Analysis Form

Organizational/Departmental Affirmative Action Strategic Plans shall include specific time lines and as established by the appropriate Department Head.

The Human Resources Department is available to provide assistance as needed. Please contact a Human Resources Generalist at ext. 7115.

I. Affirmative Action and Equal Employment Opportunity Policy Statement

City of Plano Affirmative Action and Equal Employment Opportunity Policy Statement:

The City of Plano is committed to equal employment opportunity for all employees and applicants for employment. The following is hereby declared to be the public policy of the City of Plano that all its residents and persons subject to its jurisdiction.

This commitment includes the following:

1. Equal Opportunity

Discrimination against any person in recruitment, examination, appointment, training, promotion, discipline, pay or any other aspect of employment is prohibited. This includes discrimination because of race, color, religion, creed, national or ethnic origin or other non merit factors. Discrimination on the basis of age, sex, or physical disability is prohibited, except where specific age, sex, or physical requirements are a bona fide occupational qualification necessary to the proper and efficient operation of the City.

2. Affirmative Action

Equal opportunity is achieved through definitive programmed affirmative action. The City's major affirmative action emphasis is to remove artificial employment practices that adversely impact an identifiable protected group of persons. The City will apply good-faith efforts to seek out, employ, train and promote underrepresented protected group members within and into the City's workforce.

In keeping with the spirit of the City's Public Policy, the City Manager's Office reaffirmed the City Council's AA/EEO Resolution, issued on March 15, 1989. The resolution includes a copy of the above policy statement in the employee handbook, which reflects the organizational commitment to equal opportunity.

Additionally:

- The City of Plano will advertise and recruit for vacant positions in a manner that will encourage a broad cross-section of qualified candidates.
- The City of Plano will attempt to provide a workforce which is approximately representative of the demographic make-up of the Collin County workforce.
- The City of Plano will identify areas of organizational underrepresentation, and address this underrepresentation in a positive and effective manner.

- The City of Plano will hire job applicants without regard for race, color, religion, sex, national origin, age or disability status, except where specific age, sex, or physical requirements are a bona fide occupational qualification necessary to the proper and efficient operation of the City.
- The City of Plano will make promotional decisions without regard for race, color, religion, sex, national origin, age, or disability status, except where specific age, sex, or physical requirements is reasonably necessary to the normal operation of a particular position: a bona fide occupational qualification.
- The City of Plano will continue to hire the best qualified applicants.

II. Dissemination of Organizational/Departmental Affirmative Action Strategic Plan (AASP)

Where areas of underrepresentation or other AA/EEO concerns are identified, the department should work with Human Resources in developing/exploring strategies for addressing this underutilization and developing a departmental AASP. The departmental AASP should be maintained in the administrative office of the department. The AASP should be readily available for employee perusal.

Departmental AASPs should be designed to assist the department in achieving Affirmative Action Targets or addressing related concerns. Varied opportunities and approaches should be utilized in order to maximize departmental perspectives and resources.

In taking responsibility for disseminating policies regarding EEO, the following AASP guidelines should be followed by all departments:

The City of Plano policy statement is included in the employee handbook which is available to all employees.

AA/EEO posters may be requested from Human Resources. Each department shall have an AA/EEO poster posted at their facility.

III. Responsibility for Organizational/Departmental & Affirmative Action Strategic Plan Implementation

Ultimately, implementation responsibility and accountability rests with the City Manager. However, specific responsibilities are assumed by the Department Head. The Department Head is responsible for ensuring that the department is sensitive and responsive to the City's Affirmative Action and Equal Employment policies and philosophies. The Human Resources Generalist is available to support departmental efforts.

All supervisory personnel must be fully aware of the City's and the department's commitment to AA/EEO.

The Department Head may work with the Human Resources Generalist in establishing and formulating Action Items for addressing underutilization.

IV. Identification of Problem Areas/Deficiencies

The scope of AA/EEO is such that any problem or deficiency associated with the employment of persons or the terms and conditions of employment can have AA/EEO ramifications. The entire employee selection process from recruitment to screening and ranking applicants, interviewing and promotional and transfer decisions must be reviewed and studied for the presence or obstacles to AA/EEO.

The Human Resources Generalist shall study workforce composition to identify any trends/patterns in decision-making which may be impeding the objectives of AA/EEO.

V. Development of Affirmative Action Strategic Plan Action Items

Affirmative Action Strategic Plans (AASPs) are specific plans designed to enhance the probability of having a successful, meaningful AA/EEO program. This is the one element of an AASP where a Department Head's creativity, ingenuity, and commitment to AA are clearly discernible.

Affirmative Action (AA) efforts are not limited to successfully reflecting community demographics in the City's workforce. Although this is the "bottom line" of AA, the "the end"; "the means" to this end are varied and multifaceted. Creating an atmosphere of equal opportunity, career growth potential, and dedication to serving the citizens of the community, these all contribute greatly to ensuring success in AA. A department head's style and personal commitment will be mirrored in the attitudes and behaviors of the workforce he/she manages.

Aggressive recruitment efforts, cross training among classification, promotional opportunities, and similar activities are representative of the areas to be explored with the Human Resources Generalist when Action Items are being developed and considered.

VI. Auditing and Reporting Systems

A systematic, well-defined AASP audit and reporting procedure provides the department head with regular feedback assessing the progress of his/her departmental AASP.

The nature and scope of an auditing and feedback system will be determined by the Action Items being monitored. Pertinent information could include data regarding new hires, promotions, transfers, terminations, vacancies, attending training program, recruitment activities, etc.

Department Heads must be prepared to respond to inquiries from the City Manager's staff and the Human Resources Department regarding the Department's status regarding AASP activities when requested.

VII. Participation in Community Programs

This section of the AASP describes those activities in which a Department Head establishes informal and formal communication networks with ethnic minority and women's organizations and associations in the community. The purpose of these activities is to publicize the department's interest in recruiting and training individuals for employment.

Cooperative efforts could include establishing summer internship programs, tours of City facilities and presentations to minority and women's groups regarding the services and career opportunities offered by the department. Articles in community newspapers describing achievements of ethnic minority and women employees within the department would be an effective publicity vehicle.

Training classes or lectures at area colleges, high schools and vocational training institutions would provide another dimension to a comprehensive community involvement effort.

The City's reputation as an employer among community groups and the perception of citizens have a powerful influence upon the effectiveness of all other attempts to successfully recruit minority and women candidates to work for the City. Establishing and maintaining rapport with community leaders will impact the degree of success individual departments and the City as a whole can expect to enjoy in the area of affirmative action.

CITY OF PLANO

ANNUAL AFFIRMATIVE ACTION STRATEGIC PLAN (AASP)

EFFECTIVE DATES: October 1, 20__ - September 30, 20__

The Affirmative Action Strategic Plan is a working document that details the steps you will take to correct underutilization in your workforce, to maintain a work environment that is nondiscriminatory, and to provide a welcoming work environment for all individuals regardless of their protected status. Additionally, the AAP is helpful in identifying if there is a concentration of females and/or ethnic minorities in your work area.

General: It is the department director's responsibility to ensure that the summary of your EEO/AA progress during the past fiscal year and your plans for the upcoming fiscal year are complete and submitted within the time specified. Please review the attached and evaluate the completeness of your plan prior to submission. Some items may not apply to your department, e.g., you had no underutilization or concentration.

AASP Annual Report Completion Instructions

Your annual A ASP Report consists of a Departmental Utilizations Analysis.

If your department(s)/division(s) reflect underutilization during FY 20__-20__, you should complete the sections on "Goals for Addressing Underutilization" and "Action Plan" describing the activities you will undertake to address underutilization during FY 20__-20__.

If your department(s)/division(s) reflect concentration during FY 20__-20__, you should review your staffing to ensure that the concentration is not clustered in entry-level positions.

Clarity of Organizational Goal

When considering your action goals, please remember that the basis for your initiatives should not be "number driven." Rather, efforts should be directed toward recruitment/promotional strategies that improve the probability of increasing diversity within the applicant pools.

Department Utilization Analysis

(Data represents AAP year October 1, 20__ September 30, 20__ as of September 30, 20__)

Department Name _____ **Cost Center Number** _____

Department Division	Total	Female		Utilization			Ethnic Minority		Utilization		
		#	%	U	C	NU/C	#	%	U	C	NU/C
Organizational job Category											
Officials and Administrators											
Professional											
Technician											
Public Safety											
Secretarial/Clerical											
Service Maintenance											
Skilled Craft Workers											

U: Underutilization exists when the representation of females **OR** ethnic minorities in the department/division workforce is **less** than their availability in the relevant labor force. In such cases, there is a need for expanded recruitment in that respective area. When Underutilization is indicated in the table above, you must establish an action plan for addressing this underutilization (See Section 1 below).

C: Indicates that there is a concentration of females and/or ethnic minorities. In such cases, a review shall be done to ensure that the concentration is not clustered in entry-level positions. If the concentration is clustered in entry level positions, please, describe the activities you will undertake to address the concentration.

NU/C: Means that there is no underutilization or concentration. If you have a – in the column marked NU/C, in under the column marked Female and the column marked Ethnic Minority, there is no action needed. Please sign this bottom of this form and return to Human Resources by _____, 20__.

Comments from HR

Please complete sections #1 and 2 of this form

Section 1: Action Plan – To be completed for AAP year October 1, 20__ -September 30, 20__. Identify your plan for addressing underutilization and/or concentration. Describe the activities you will undertake and any factors contributing to underutilization and/or concentration in your divisions and/or departments.

Section II: To be completed at end of AAP year October 1, 20__ -September 30, 20__. Please state any comments you have regarding actions taken to address underutilization/concentration during AAP year October 1, 20__-September 30, 20__. Including participation in community and civic meeting (the purpose of these activities is to publicize the department's interest in recruiting and informing individuals for employment opportunities

Department Head's Signature

Date

PLEASE RETURN TO HUMAN RESOURCES, ATTN: Human Resources Analyst by _____, 20__