

# **Affirmative Action Plan**



**of**

**Walworth County, Wisconsin**

**For Plan Year**

**July 1, 2015 to June 30, 2017**

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# Introduction

Walworth County, located in southeastern Wisconsin, was created in 1838. The County Board is comprised of 11 members, serving two-year terms. In addition to monthly meetings of the full board, there are monthly meetings of the committees responsible for oversight of 18 departments.

The County Administrator is responsible for coordinating the administrative and management functions of county government, acts as the chief administrative officer of the county, and ensures the observance and enforcement of all county ordinances and policies by all county officials and department heads.

Each department head is responsible for the day-to-day management of their department. Department leadership includes six elected positions.

Walworth County employs over 1000 employees in regular and casual positions. Regular full-time and part-time employees are regularly scheduled to work each week. Casual or limited term employees are scheduled to work on an intermittent basis for special projects or to replace regular employees who are absent from work. Approximately 14% of regular employees are represented by labor unions.

Unions that represent County employees are:

- Deputy Sheriffs Association
- Health & Human Service Professional Employees Association

# **Policy Statements**

## **General Statement**

It is the policy of the Walworth County Board of Supervisors to be fair and equitable in all its relations with its employees and applicants for employment without regard to age (40 and over), race, creed, color, handicap/disability, marital status, sex/gender, national origin, ancestry, sexual orientation, arrest/conviction record, military service/veteran status, genetic information, religion, use or nonuse of lawful products off the employer's premises during nonworking hours or other protected status.

The Walworth County Board of Supervisors continues to be committed to the concept of equal employment opportunity as a necessary element of basic merit system principles that all persons shall be afforded equal access to positions in the public service limited only by their ability to do the job. Equal opportunity can best be affected through definitive programmed affirmative action. If progress towards achieving equal employment opportunity is to be made, every County citizen and employee must realize that policies to remove inequalities cannot be merely passive. Positive steps must be taken to remove conditions that could result in unlawful employment discrimination.

The major emphasis of this affirmative action plan is to continue to remove artificial employment practices that could operate disadvantageously for an identifiable protected group of persons and to apply good faith efforts to seek out, employ, train and promote under-represented protected group members within and into the County's workforce. The County Board of Supervisors believes that an effective affirmative action program not only benefits those who could have been denied equal employment opportunity, but also will benefit Walworth County.

The Walworth County Board of Supervisors, through adoption of this affirmative action plan, commits the County and all its operating departments to a results-oriented personnel program aimed at achieving equal employment opportunity in all occupational levels of the County service.

## **Affirmative Action Dissemination**

Walworth County has established various channels of communication to ensure that employees and the community are aware of the company's positive posture relative to equal employment opportunity and affirmative action.

### **Internal Dissemination**

The affirmative action policy is stated as part of Walworth County's Code of Ordinances and is covered in the Equal Employment Opportunity division of the Human Resources Chapter. (Chapter 15, Article II, Division I, Sections 15-31 to 15-36).

- A. Department Heads and first line supervisors will be periodically informed by:
- Written communication from the County Administrator and Equal Employment Opportunity (EEO) Coordinator.
  - Discussion of processes and strategies to encourage the diversity of the applicant pool during each recruitment.
  - Discussion of the program at Department Head meetings keying in on individual responsibilities and review progress when appropriate.
  - Orientation sessions for new Department Heads and supervisory personnel to explain intent of policy and individual responsibility for effective implementation of the plan, including the requirements of State and Federal regulations concerning affirmative action, equal employment opportunity and non-discrimination in service delivery.
- B. All Department Heads and supervisory personnel will be informed that their performance on affirmative action goals and will be reviewed along with other criteria in evaluation for overall performance, including promotions and merit increases. Inadequate cooperation or obstruction of the program will be considered a serious matter. Such continuing conduct may be grounds for disciplinary action.
- C. All employees will be informed of the County's policy on Equal Employment Opportunity and the affirmative action program through such means as:
- Presentation and discussion of the program for all new hires during initial orientation and at training programs dealing with County employment

practices such as performance evaluation workshops, supervisory skills training and cross-cultural awareness seminars.

- Such sessions will serve to: communicate to employees the seriousness of the County's commitment; to explain program goals; and clarify any misunderstandings by employees who may fear loss of employment or opportunities. Employees will be informed of their responsibility to adhere strictly to non-discriminatory practices in relation to other employees, recipients of services and the public.
- D. Discrimination clauses will be addressed through county-wide ordinances.
  - E. Equal employment opportunity and the affirmative action policy will be posted on County job postings and website. All job postings are emailed to employees with county email.
  - F. Elements of the affirmative action program that will enable employees to know of and avail themselves of the benefits of the program will be communicated to them.
  - G. The Affirmative Action Plan is available online for review by any employee.

## **External Dissemination**

- A. All recruitment advertisements and the county website will carry the notice "Equal Opportunity Employer".
- B. State job service and appropriate recruiting sources will be informed in writing that we are an Equal Employment Opportunity Employer.
- C. Applicants for employment and recipients of county services shall be advised of their right to file discrimination complaints of reasonable accommodation.
- D. The Equal Employment Opportunity (EEO) Coordinator and Human Resources will disseminate employment information, seek and counsel prospects, provide information on the affirmative action program and in general ensure that every possible contact is made which can be judged to assist the affirmative action effort.
- E. The County shall not enter into any contract in the knowledge or belief that the contractor will discriminate on prohibited grounds in employment.
- F. The Affirmative Action Plan is available online for review by any member of the public.

## **Implementation of Policy**

The Walworth County Board of Supervisors has the ultimate responsibility for ensuring that equal employment opportunity and affirmative action receive the high level of priority that is due this activity.

Donna M. McIntyre, HR Manager, has been designated the Equal Employment Opportunity (EEO) Coordinator of the County and has the full support of the board in carrying out these duties.

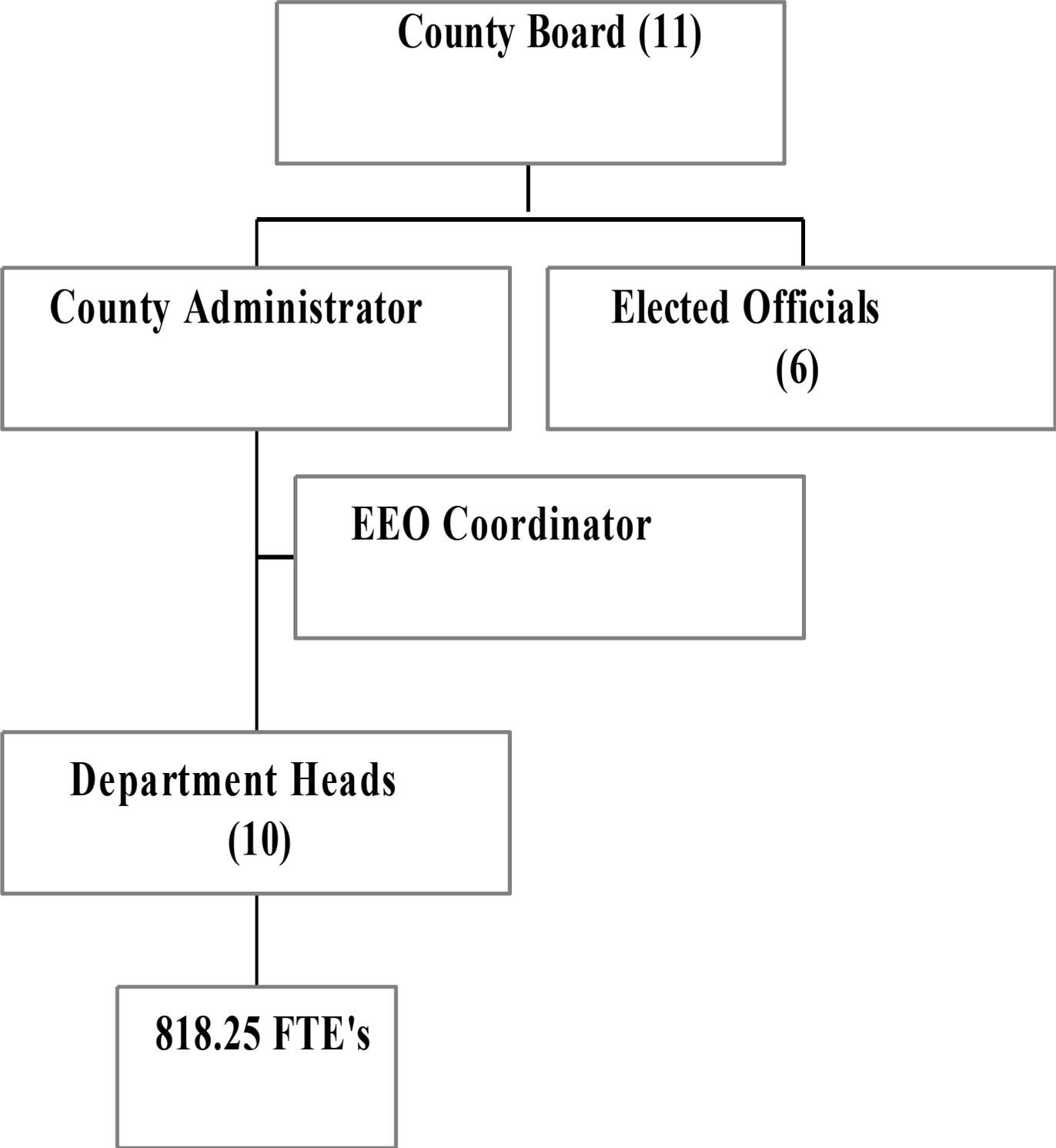
Walworth County's philosophy and policy on equal employment opportunity and affirmative action is set out in an ordinance.

To implement this policy, the following activities are carried out:

- Keeping management up-to-date concerning new developments in the EEO field.
- Providing technical assistance in response to questions and concerns of employees and supervisors and, as needed, acting as liaison with appropriate agencies.
- Coordinating investigations and making recommendations concerning any allegations of discrimination, both internally and in connection with enforcement agencies.
- Conducting periodic audits and holding regular discussions with supervisors and managers to ensure that county policy is being implemented.
- Encouraging involvement with minority and women's organizations and community action groups.
- Ongoing research and development of applicant sources to facilitate the recruitment of diverse candidates.
- Assisting in the identification of problem areas through the review of policies, recruitment procedures, screening methods, promotional systems, and conducting periodic utilization studies.
- Reporting to the Walworth County Board of Supervisors on AA efforts as requested.

# Utilization Analysis

## *Table of Organization*



## ***Workforce Analysis***

### **Walworth County (Geographic) Population Total: 103,079**

(Source: 2013 estimate from <http://quickfacts.census.gov/qfd/states/55/55127.html>)

#### **Gender**

Male	50%
Female	50%

#### **Race**

White	85.9%
Black	1.2%
Hispanic	10.9%
Asian	1.0%
American Indian & Alaskan	0.5%
Hawaiian & Pacific Islander & Other	0.1%
Two or More Races	1.2%

### **Walworth County (Geographic) Labor Force 2013-2014**

(Source: US Census Bureau - American Community Survey (ACS) 2006-2010 5-Year Estimate (Table EEO-ALL03R) - Compiled by the Wisconsin Dept. of Workforce Development - Office of Economic Advisors - <https://dwd.wisconsin.gov/oea/>)

#### **Gender**

Male	29,250	53%
Female	25,715	47%

#### **Race**

White	49,120	89.3%
Black	463	0.8%
Hispanic	4,612	8.4%
Asian	420	0.8%
American Indian & Alaskan	77	0.1%
Hawaiian & Pacific Islander & Other	10	0%
Two or More Races	295	0.5%

## Walworth County Employees as of 04/24/2015

### Gender

Male	364	32.1%
Female	769	67.9%

### Race

	2013 –Last Period	2015	2015
White	1003	1080	95.32%
Black	7	10	.88%
Hispanic	21	31	2.74%
American Indian	1	1	.09%
Asian, Pacific Islander & Other	9	11	.97%

## Definitions of Comparable Data Used

(All data is from the US Census Bureau - American Community Survey (ACS) 2006-2010 5-Year Estimate (Table EEO-ALL03R) - Compiled by the Wisconsin Dept. of Workforce Development - Office of Economic Advisors) (Occupational Data by Race with Gender not available.)

Walworth County (Geographic) Occupational Distribution – This data covers the population of geographic Walworth County. This data was used as the comparative data for all occupations where recruitment efforts are concentrated within geographic Walworth County. These occupations include:

Administrative Support  
Skilled Craft

Wisconsin (Statewide) Occupational Distribution – This data covers the population of the entire state of Wisconsin. This data was used as the comparative data for all occupations where recruitment efforts are concentrated within the entire State of Wisconsin. These occupations include:

Officials and Administrators  
Protective Service  
Professionals

Regional Occupational Distribution – This data covers the population of three counties - Walworth, Rock and Jefferson. This data was used as the comparative data for all occupations where recruitment efforts are concentrated within this specific region. These occupations include:

Technicians  
Service Maintenance

**Walworth County (Geographic) Occupational Distribution 2013 - 2014**

Source: US Census Bureau - American Community Survey (ACS) 2006-2010 5-Year Estimate (Table EEO-ALL03R) - Compiled by the Wisconsin Dept. of Workforce Development - Office of Economic Advisors <http://dwd.wisconsin.gov/oea>

Walworth	Total Employed	Hispanic or Latino - White alone Hispanic or Latino	Hispanic or Latino - All other Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or more races, other	Percent White	Total Males	Total Females	Percent Females
Management, business and financial workers	6,370	100	75	6,075	45	10	45	0	25	95.4%	4,075	2,295	36.0%
Science, engineering and computer professionals	1,385	4	0	1,360	0	4	0	0	15	98.2%	955	430	31.0%
Healthcare practitioner professionals	1,485	4	0	1,465	0	4	15	0	0	98.7%	370	1,110	74.7%
Other professional workers	5,610	105	90	5,310	4	15	55	0	30	94.7%	2,300	3,310	59.0%
Technicians <b>(TN)</b>	1,325	50	15	1,265	0	0	0	0	0	95.5%	560	765	57.7%
Sales Workers	5,950	95	70	5,565	70	10	90	0	45	93.5%	2,875	3,075	51.7%
Administrative support workers <b>(AS)</b>	8,065	300	115	7,500	60	0	50	0	39	93.0%	1,680	6,385	79.2%
Construction and extractive craft workers <b>(SC)</b>	3,805	225	135	3,360	40	0	20	0	25	88.3%	3,725	80	2.1%
Installation, maintenance and repair craft worker <b>(SC)</b>	2,250	85	55	2,100	4	0	0	0	10	93.3%	2,085	165	7.3%
Production operative workers <b>(SM)</b>	4,725	735	310	3,585	15	4	35	0	45	75.9%	3,230	1,495	31.6%
Transportation and material moving operative workers <b>(SM)</b>	3,100	215	120	2,700	60	4	0	0	12	87.1%	2,440	655	21.1%
Laborers and helpers <b>(SM)</b>	2,715	455	195	2,025	20	0	15	0	0	74.6%	2,250	460	16.9%
Protective service workers	820	30	0	765	15	0	0	10	0	93.3%	605	215	26.2%
Service workers, except protective <b>(SM)</b>	8,210	575	450	6,865	130	30	95	0	64	83.6%	2,770	5,440	66.3%
No work experience in the last 5 years, or never worked before (subset of job seekers), or most recent job was in a military-specific occupation	550	4	4	540	0	0	0	0	0	98.2%	285	265	48.2%
Total Walworth County	54,980	2,978	1,634	49,120	463	77	420	10	295	89.3%	29,250	25,715	46.8%

Note: Totals may not add due to rounding

Note: Total Employed is a subset of the resident Labor Force ages 16+ for the County

Source: US Census Bureau - American Community Survey (ACS) 2006-2010 5-Year Estimate (Table EEO-ALL03R) - Compiled by the Wisconsin Dept of Workforce Development - Office of Economic Advisors

## Wisconsin (Geographic) Occupational Distribution 2013 - 2014

Source: US Census Bureau - American Community Survey (ACS) 2006-2010 5-Year Estimate (Table EEO-ALL03R) - Compiled by the Wisconsin Dept. of Workforce Development - Office of Economic Advisors <http://dwd.wisconsin.gov/oea>

Wisconsin	Total Employed	Hispanic or Latino - White alone	Hispanic or Latino - All other Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or more races, other	Percent White	Total Males	Total Females	Percent Females
Management, business and financial workers <b>(OA)</b>	352,235	4,775	2,585	325,810	10,240	1,750	4,860	50	2,165	92.5%	209,100	143,135	40.6%
Science, engineering and computer professionals <b>(PR)</b>	103,780	1,125	580	92,390	2,275	310	6,355	20	715	89.0%	78,335	25,445	24.5%
Healthcare practitioner professionals <b>(PR)</b>	103,190	905	465	95,060	2,360	290	3,370	25	714	92.1%	24,155	79,035	76.6%
Other professional workers <b>(PR)</b>	303,410	5,050	2,560	272,060	12,960	1,605	6,535	55	2,585	89.7%	110,870	192,540	63.5%
Technicians	88,565	1,490	845	79,725	3,445	450	1,930	4	351	90.0%	35,630	52,935	59.8%
Sales Workers	313,095	5,720	4,210	279,875	13,155	1,885	5,195	90	2,970	89.4%	152,220	160,875	51.4%
Administrative support workers	463,190	9,320	6,730	408,160	25,195	3,305	6,445	120	3,910	88.1%	107,890	355,305	76.7%
Construction and extractive craft workers	159,410	4,770	4,290	144,025	3,575	1,230	485	25	1,010	90.3%	154,550	4,860	3.0%
Installation, maintenance and repair craft worker	140,710	2,625	2,145	129,450	3,395	710	1,535	30	815	92.0%	130,520	10,190	7.2%
Production operative workers	264,975	13,975	10,710	214,485	12,405	1,485	10,050	40	1,820	80.9%	186,735	78,240	29.5%
Transportation and material moving operative workers	155,130	5,145	3,995	131,945	9,385	1,180	2,135	70	1,275	85.1%	125,310	29,820	19.2%
Laborers and helpers	134,830	8,715	6,800	109,555	5,755	1,295	1,535	4	1,170	81.3%	106,450	28,385	21.1%
Protective service workers <b>(PS)</b>	50,100	1,250	620	42,400	3,830	770	500	40	690	84.6%	37,915	12,185	24.3%
Service workers, except protective	420,710	17,185	12,185	337,415	34,880	5,355	7,820	230	5,630	80.2%	133,470	287,240	68.3%
before (subset of job seekers), or most recent job was in a	20,580	1,135	880	13,000	3,945	255	755	4	615	63.2%	10,685	9,895	48.1%
Total Wisconsin	3,073,910	83,185	59,600	2,675,355	146,800	21,875	59,505	807	26,435	87.0%	1,603,835	1,470,085	47.4%

Note: Totals may not add due to rounding

Note: Total Employed is a subset of the resident Labor Force ages 16+ for the County

Source: US Census Bureau - American Community Survey (ACS) 2006-2010 5-Year Estimate (Table EEO-ALL03R) - Compiled by the Wisconsin Dept of Workforce Development - Office of Economic Advisors

### Regional County Occupational Distribution 2013 - 2014

Source: US Census Bureau - American Community Survey (ACS) 2006-2010 5-Year Estimate (Table EEO-ALL03R) - Compiled by the Wisconsin Dept. of Workforce Development -  
Office of Economic Advisors <http://dwd.wisconsin.gov/oea>

	Total Employed	Hispanic or	Hispanic or	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Two or more races,other	Percent White	Total Males	Total Females	Percent Females
		Latino - White alone Hispanic or Latino	Latino - All other Hispanic or Latino										
<b>Technicians</b>													
Jefferson	1,220	4	0	1,205	0	4	0	0	10	98.8%	410	810	66.4%
Rock	2,300	20	0	2,135	70	0	15	0	55	92.8%	840	1,465	63.7%
Walworth	1,325	50	15	1,265	0	0	0	0	0	95.5%	560	765	57.7%
<b>Total</b>	<b>4,845</b>	<b>74</b>	<b>15</b>	<b>4,605</b>	<b>70</b>	<b>4</b>	<b>15</b>	<b>0</b>	<b>65</b>	<b>95.05%</b>	<b>1,810</b>	<b>3,040</b>	<b>62.75%</b>
<b>Service Maintenance</b>													
Jefferson	16,880	1,245	400	14,880	120	35	59	0	148	88.15%	9,145	7,740	45.85%
Rock	31,285	2,005	1,275	25,495	1,555	64	395	14	488	81.49%	18,000	13,280	42.45%
Walworth	18,750	1,980	1,075	15,175	225	38	145	0	121	80.93%	10,690	8,050	42.93%
<b>Total</b>	<b>66,915</b>	<b>5,230</b>	<b>2,750</b>	<b>55,550</b>	<b>1,900</b>	<b>137</b>	<b>599</b>	<b>14</b>	<b>757</b>	<b>83.02%</b>	<b>37,835</b>	<b>29,070</b>	<b>43.44%</b>

Occupation	Sex	Total		White non-Hispanic		Hispanic		Black/African American - Non Hisp		Asian non-Hispanic		AIAN non-Hispanic		Other/Two or More/Unknown	
<b>Walworth County (Geographic) Occupational Distribution 2013-2014</b>															
Administrative Support	Male	1680	20.83%												
Administrative Support	Female	6385	79.17%												
	Total	8065	100.00%	7500	92.99%	415	5.15%	60	0.74%	50	0.62%	0	0.00%	40	0.50%

### Applicants 7-1-2013 to 6-30-2014

Administrative Support	Male	110	15.60%	97	13.76%	6	0.85%	3	0.43%	0	0.00%	0	0.00%	4	0.57%
Administrative Support	Female	595	84.40%	540	76.60%	29	4.11%	8	1.13%	3	0.43%	4	0.57%	11	1.56%
	Total	705	100.00%	637	90.35%	35	4.96%	11	1.56%	3	0.43%	4	0.57%	15	2.13%

### Applicants 7-1-2014 to 4-30-2015

Administrative Support	Male	123	8.99%	79	5.77%	10	0.73%	8	0.58%	1	0.07%	0	0.00%	25	1.83%
Administrative Support	Female	1245	91.01%	1065	77.85%	65	4.75%	30	2.19%	5	0.37%	2	0.15%	78	5.70%
	Total	1368	100.00%	1144	83.63%	75	5.48%	38	2.78%	6	0.44%	2	0.15%	103	7.53%

### New Hires 7-1-2012 to 6-30-2014

Administrative Support	Male	1	4.00%	1	4.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Administrative Support	Female	24	96.00%	23	92.00%	1	4.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	25	100.00%	24	96.00%	1	4.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

### New Hires 7-1-2014 to 4-30-2015

Administrative Support	Male	3	10.34%	2	6.90%	1	3.45%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Administrative Support	Female	26	89.66%	25	86.21%	1	3.45%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	29	100.00%	27	93.10%	2	6.90%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

### Promotions 7-1-2013 to 6-30-2014

Administrative Support	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Administrative Support	Female	9	100.00%	9	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	9	100.00%	9	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

### Promotions 7-1-2014 to 4-30-2015

Administrative Support	Male	1	4.17%	1	4.17%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Administrative Support	Female	23	95.83%	23	95.83%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	24	100.00%	24	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

### Demotions 7-1-2013 to 6-30-2014

Administrative Support	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Administrative Support	Female	2	100.00%	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	2	100.00%	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

### Demotions 7-1-2014 to 4-30-2015

Administrative Support	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Administrative Support	Female	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

Occupation	Sex	Total	White non-Hispanic	Hispanic	Black/African American - Non-Hisp	Asian non-Hispanic	AIAN non-Hispanic	Other/Two or More/Unknown							
<b>Wisconsin (Statewide) Occupational Distribution 2013 - 2014</b>															
Officials and Managers	Male	209100	59.36%												
Officials and Managers	Female	143135	40.64%												
	<b>Total</b>	<b>352235</b>	<b>100.00%</b>	<b>325810</b>	<b>92.50%</b>	<b>7360</b>	<b>2.09%</b>	<b>10240</b>	<b>2.91%</b>	<b>4860</b>	<b>1.38%</b>	<b>1750</b>	<b>0.50%</b>	<b>2215</b>	<b>0.63%</b>

**Applicants 7-1-2013 to 6-30-2014**

Officials and Managers	Male	21	41.18%	16	31.37%	2	3.92%	1	1.96%	0	0.00%	0	0.00%	2	3.92%
Officials and Managers	Female	30	58.82%	23	45.10%	0	0.00%	2	3.92%	0	0.00%	0	0.00%	5	9.80%
	<b>Total</b>	<b>51</b>	<b>100.00%</b>	<b>39</b>	<b>76.47%</b>	<b>2</b>	<b>3.92%</b>	<b>3</b>	<b>5.88%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>7</b>	<b>13.73%</b>

**Applicants 7-1-2014 to 4-30-2015**

Officials and Managers	Male	1	50.00%	1	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Officials and Managers	Female	1	50.00%	1	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>2</b>	<b>100.00%</b>	<b>2</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**New Hires 7-1-2013 to 6-30-2014**

**No New Hires**

**New Hires 7-1-2014 to 4-30-2015**

**No New Hires**

**Promotions 7-1-2013 to 6-30-2014**

Officials and Managers	Male	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Officials and Managers	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>1</b>	<b>100.00%</b>	<b>1</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**Promotions 7-1-2014 to 4-30-2015**

Officials and Managers	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Officials and Managers	Female	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>1</b>	<b>100.00%</b>	<b>1</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**No Demotions 7-1-2013 to 6-30-2014**

**No Demotions 7-1-2014 to 4-30-2015**

Occupation	Sex	Total	White non-Hispanic	Hispanic	Black/African American - Non Hisp	Asian non-Hispanic	AIAN non-Hispanic	Other/Two or More/Unknown							
<b>Wisconsin (Statewide) Occupational Distribution 2013 - 2014</b>															
Professional	Male	213360	41.80%												
Professional	Female	297020	58.20%												
	<b>Total</b>	<b>510380</b>	<b>100.00%</b>	<b>459510</b>	<b>90.03%</b>	<b>10685</b>	<b>2.09%</b>	<b>17595</b>	<b>3.45%</b>	<b>16260</b>	<b>3.19%</b>	<b>2205</b>	<b>0.43%</b>	<b>4114</b>	<b>0.81%</b>

### Applicants 7-1-2013 to 6-30-2014

Professional	Male	276	24.40%	217	19.19%	13	1.15%	24	2.12%	3	0.27%	2	0.18%	17	1.50%
Professional	Female	855	75.60%	740	65.43%	38	3.36%	37	3.27%	4	0.35%	4	0.35%	32	2.83%
	<b>Total</b>	<b>1131</b>	<b>100.00%</b>	<b>957</b>	<b>84.62%</b>	<b>51</b>	<b>4.51%</b>	<b>61</b>	<b>5.39%</b>	<b>7</b>	<b>0.62%</b>	<b>6</b>	<b>0.53%</b>	<b>49</b>	<b>4.33%</b>

### Applicants 7-1-2014 to 4-30-2015

Professional	Male	339	30.11%	273	24.25%	13	1.15%	23	2.04%	5	0.44%	4	0.36%	21	1.87%
Professional	Female	787	69.89%	711	63.14%	18	1.60%	28	2.49%	5	0.44%	3	0.27%	22	1.95%
	<b>Total</b>	<b>1126</b>	<b>100.00%</b>	<b>984</b>	<b>87.39%</b>	<b>31</b>	<b>2.75%</b>	<b>51</b>	<b>4.53%</b>	<b>10</b>	<b>0.89%</b>	<b>7</b>	<b>0.62%</b>	<b>43</b>	<b>3.82%</b>

### New Hires 7-1-2013 to 6-30-2014

Professional	Male	7	18.92%	7	18.92%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professional	Female	30	81.08%	30	81.08%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>37</b>	<b>100.00%</b>	<b>37</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

### New Hires 7-1-2014 to 4-30-2015

Professional	Male	8	20.51%	6	15.38%	2	5.13%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professional	Female	31	79.49%	29	74.36%	1	2.56%	1	2.56%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>39</b>	<b>100.00%</b>	<b>35</b>	<b>89.74%</b>	<b>3</b>	<b>7.69%</b>	<b>1</b>	<b>2.56%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

### Promotions 7-1-2013 to 6-30-2014

Professional	Male	2	12.50%	2	12.50%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professional	Female	14	87.50%	14	87.50%	0	0.00%	1	6.25%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>16</b>	<b>100.00%</b>	<b>16</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>6.25%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

### Promotions 7-1-2014 to 4-30-2015

Professional	Male	7	17.50%	5	13.89%	2	5.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professional	Female	33	82.50%	31	86.11%	1	2.50%	1	2.50%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>40</b>	<b>100.00%</b>	<b>36</b>	<b>90.00%</b>	<b>3</b>	<b>7.50%</b>	<b>1</b>	<b>2.50%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

### Demotions 7-1-2013 to 6-30-2014

Professional	Male	1	33.33%	1	33.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professional	Female	2	66.67%	2	66.67%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>3</b>	<b>100.00%</b>	<b>3</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

### Demotions 7-1-2014 to 4-30-2015

Professional	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professional	Female	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>1</b>	<b>100.00%</b>	<b>1</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

<u>Occupation</u>	<u>Sex</u>	<u>Total</u>		<u>White non-Hispanic</u>		<u>Hispanic</u>		<u>Black/African American - Non-Hisp</u>		<u>Asian non-Hispanic</u>		<u>AIAN non-Hispanic</u>		<u>Other/Two or More/Unknown</u>	
<b>Regional Occupational Distribution 2013 - 2014</b>															
Technicians	Male	1810	37.32%												
Technicians	Female	3040	62.68%												
	<b>Total</b>	<b>4850</b>	<b>100.00%</b>	<b>4605</b>	<b>94.95%</b>	<b>89</b>	<b>1.84%</b>	<b>70</b>	<b>1.44%</b>	<b>15</b>	<b>0.31%</b>	<b>4</b>	<b>0.08%</b>	<b>65</b>	<b>1.34%</b>

**Applicants 7-1-2013 to 6-30-2014**

Technicians	Male	128	54.94%	121	51.93%	2	0.86%	1	0.43%	0	0.00%	0	0.00%	4	1.72%
Technicians	Female	105	45.06%	93	39.91%	0	0.00%	2	0.86%	6	2.58%	0	0.00%	4	1.72%
	<b>Total</b>	<b>233</b>	<b>100.00%</b>	<b>214</b>	<b>91.85%</b>	<b>2</b>	<b>0.86%</b>	<b>3</b>	<b>1.29%</b>	<b>6</b>	<b>2.58%</b>	<b>0</b>	<b>0.00%</b>	<b>8</b>	<b>3.43%</b>

**Applicants 7-1-2014 to 4-30-2015**

Technicians	Male	44	28.39%	32	20.65%	3	1.94%	0	0.00%	1	0.65%	1	0.65%	7	4.52%
Technicians	Female	111	71.61%	102	65.81%	1	0.65%	0	0.00%	4	2.58%	0	0.00%	4	2.58%
	<b>Total</b>	<b>155</b>	<b>100.00%</b>	<b>134</b>	<b>86.45%</b>	<b>4</b>	<b>2.58%</b>	<b>0</b>	<b>0.00%</b>	<b>5</b>	<b>3.23%</b>	<b>1</b>	<b>0.65%</b>	<b>11</b>	<b>7.10%</b>

**New Hires 7-1-2013 to 6-30-2014**

Technicians	Male	1	14.29%	1	14.29%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Technicians	Female	6	85.71%	6	85.71%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>7</b>	<b>100.00%</b>	<b>7</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**New Hires 7-1-2014 to 4-30-2015**

Technicians	Male	3	33.33%	2	22.22%	1	11.11%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Technicians	Female	6	66.67%	6	66.67%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>9</b>	<b>100.00%</b>	<b>8</b>	<b>88.89%</b>	<b>1</b>	<b>11.11%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

**No Promotions 7-1-2013 to 6-30-2014**

**No Promotions 7-1-2014 to 4-30-2015**

**No Demotions 7-1-2013 to 6-30-2014**

**No Demotions 7-1-2014 to 4-30-2015**

Occupation	Sex	Total		White non-Hispanic		Hispanic	Black/African American - Non-Hisp		Asian non-Hispanic		AIAN non-Hispanic		Other/Two or More/Unknown			
<b>Wisconsin (Statewide) Occupational Distribution 2013 - 2014</b>																
Protective Service	Male	37915	75.68%													
Protective Service	Female	12185	24.32%													
<b>**Incl. both Sworn/Non Sworn</b>		<b>Total</b>	<b>50100</b>	<b>100.00%</b>	<b>42400</b>	<b>84.63%</b>	<b>1870</b>	<b>3.73%</b>	<b>3830</b>	<b>7.64%</b>	<b>500</b>	<b>1.00%</b>	<b>770</b>	<b>1.54%</b>		
<b>Applicants 7-1-2013 to 6-30-2014</b>																
Protective Service	Male	395	64.54%	339	55.39%	26	4.25%	13	2.12%	5	0.82%	2	0.33%	10	1.63%	
Protective Service	Female	217	35.46%	158	25.82%	25	4.08%	24	3.92%	1	0.16%	4	0.65%	5	0.82%	
		<b>Total</b>	<b>612</b>	<b>100.00%</b>	<b>497</b>	<b>81.21%</b>	<b>51</b>	<b>8.33%</b>	<b>37</b>	<b>6.05%</b>	<b>6</b>	<b>0.98%</b>	<b>6</b>	<b>0.98%</b>	<b>15</b>	<b>2.45%</b>
<b>Applicants 7-1-2014 to 4-30-2015</b>																
Protective Service	Male	249	62.56%	201	50.50%	23	5.78%	10	2.51%	3	0.75%	2	0.50%	10	2.51%	
Protective Service	Female	149	37.44%	126	31.66%	10	2.51%	9	2.26%	0	0.00%	1	0.25%	3	0.75%	
		<b>Total</b>	<b>398</b>	<b>100.00%</b>	<b>327</b>	<b>82.16%</b>	<b>33</b>	<b>8.29%</b>	<b>19</b>	<b>4.77%</b>	<b>3</b>	<b>0.75%</b>	<b>3</b>	<b>0.75%</b>	<b>13</b>	<b>3.27%</b>
<b>New Hires 7-1-2013 to 6-30-2014</b>																
Protective Service	Male	10	100.00%	10	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Protective Service	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
		<b>Total</b>	<b>10</b>	<b>100.00%</b>	<b>10</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>New Hires 7-1-2014 to 4-30-2015</b>																
Protective Service	Male	7	70.00%	7	70.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Protective Service	Female	3	30.00%	3	30.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
		<b>Total</b>	<b>10</b>	<b>100.00%</b>	<b>10</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>Promotions 7-1-2013 to 6-30-2014</b>																
Protective Service	Male	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Protective Service	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
		<b>Total</b>	<b>1</b>	<b>100.00%</b>	<b>1</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>Promotions 7-1-2014 to 4-30-2015</b>																
Protective Service	Male	3	75.00%	3	75.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Protective Service	Female	1	25.00%	1	25.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
		<b>Total</b>	<b>4</b>	<b>100.00%</b>	<b>4</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>No Demotions 7-1-2013 to 6-30-2014</b>																
<b>Demotions 7-1-2014 to 4-30-2015</b>																
Protective Service	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Protective Service	Female	2	100.00%	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
		<b>Total</b>	<b>2</b>	<b>100.00%</b>	<b>2</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

Occupation	Sex	Total		White non-Hispanic		Hispanic		Black/African American - Non-Hisp		Asian non-Hispanic		AIAN non-Hispanic		Other/Two or More/Unknown	
<b>Walworth County (Geographic) Occupational Distribution 2013-2014</b>															
Skilled Craft	Male	5810	95.95%												
Skilled Craft	Female	245	4.05%												
	<b>Total</b>	<b>6055</b>	<b>100.00%</b>	<b>5460</b>	<b>90.17%</b>	<b>500</b>	<b>8.26%</b>	<b>44</b>	<b>0.73%</b>	<b>20</b>	<b>0.33%</b>	<b>0</b>	<b>0.00%</b>	<b>31</b>	<b>0.51%</b>

**Applicants 7-1-2013 to 6-30-2014**

Skilled Craft	Male	95	92.23%	95	92.23%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Skilled Craft	Female	8	7.77%	8	7.77%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>103</b>	<b>100.00%</b>	<b>103</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**Applicants 7-1-2014 to 4-30-2015**

Skilled Craft	Male	13	86.67%	13	86.67%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Skilled Craft	Female	2	13.33%	2	13.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>15</b>	<b>100.00%</b>	<b>15</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**New Hires 7-1-2013 to 6-30-2014**

Skilled Craft	Male	10	100.00%	10	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Skilled Craft	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>10</b>	<b>100.00%</b>	<b>10</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**New Hires 7-1-2014 to 4-30-2015**

Skilled Craft	Male	8	100.00%	8	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Skilled Craft	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>8</b>	<b>100.00%</b>	<b>8</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**Promotions 7-1-2013 to 6-30-2014**

Skilled Craft	Male	4	100.00%	4	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Skilled Craft	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>4</b>	<b>100.00%</b>	<b>4</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>								

**No Promotions 7-1-2014 to 4-30-2015**

**No Demotions 7-1-2013 to 6-30-2014**

**No Demotions 7-1-2014 to 4-30-2015**

Occupation	Sex	Total	White non-Hispanic	Hispanic	Black/African American - Non-Hisp	Asian non-Hispanic	AIAN non-Hispanic	Other/Two or More/Unknown							
<b>Regional Occupational Distribution 2013 - 2014</b>															
Service Maintenance	Male	37,835	56.55%												
Service Maintenance	Female	29,070	43.45%												
	Total	66,905	100.00%	55550	83.03%	7980	11.93%	1900	2.84%	599	1.08%	137	0.20%	771	1.15%

### Applicants 7-1-2013 to 6-30-2014

Service Maintenance	Male	232	30.85%	198	26.33%	12	1.60%	6	0.80%	1	0.13%	1	0.13%	14	1.86%
Service Maintenance	Female	520	69.15%	463	61.57%	27	3.59%	14	1.86%	4	0.53%	0	0.00%	12	1.60%
	Total	752	100.00%	661	87.90%	39	5.19%	20	2.66%	5	0.66%	1	0.13%	26	3.46%

### Applicants 7-1-2014 to 4-30-2015

Service Maintenance	Male	64	14.29%	58	12.95%	1	0.22%	3	0.67%	0	0.00%	0	0.00%	2	0.45%
Service Maintenance	Female	384	85.71%	320	71.43%	26	5.80%	23	5.13%	1	0.22%	1	0.22%	13	2.90%
	Total	448	100.00%	378	84.38%	27	6.03%	26	5.80%	1	0.22%	1	0.22%	15	3.35%

### New Hires 7-1-2013 to 6-30-2014

Service Maintenance	Male	6	14.29%	6	14.29%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Service Maintenance	Female	36	85.71%	34	80.95%	1	2.38%	1	2.38%	0	0.00%	0	0.00%	0	0.00%
	Total	42	100.00%	40	95.24%	1	2.38%	1	2.38%	0	0.00%	0	0.00%	0	0.00%

### New Hires 7-1-2014 to 4-30-2015

Service Maintenance	Male	3	5.88%	3	5.88%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Service Maintenance	Female	48	94.12%	38	74.51%	4	7.84%	5	9.80%	0	0.00%	0	0.00%	1	1.96%
	Total	51	100.00%	41	80.39%	4	7.84%	5	9.80%	0	0.00%	0	0.00%	1	1.96%

### Promotions 7-1-2013 to 6-30-2014

Service Maintenance	Male	3	50.00%	3	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Service Maintenance	Female	3	50.00%	2	33.33%	0	0.00%	0	0.00%	1	16.67%	0	0.00%	0	0.00%
	Total	6	100.00%	5	83.33%	0	0.00%	0	0.00%	1	16.67%	0	0.00%	0	0.00%

### Promotions 7-1-2014 to 4-30-2015

Service Maintenance	Male	1	25.00%	1	25.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Service Maintenance	Female	3	75.00%	3	75.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	Total	4	100.00%	4	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

### No Demotions 7-1-2013 to 6-30-2014

### No Demotions 7-1-2014 to 4-30-2015

# Underutilization Analysis Findings For Period 07/01/2013 – 04/30/2015

## Overview

Indicative of the county’s continued efforts in having an inclusive recruitment process and workplace, the number of employees that self-identify as non-white has remained constant or increased in every category except one, American Indian. In this category, the number of employees has remained the same. **The most significant change has been the increase in the number of Hispanic individuals hired over the last plan period.**

Affirmative action efforts will continue to be focused on those areas that continue to show underutilization compared to the geographic labor force availability. **The only area currently showing significant overall underutilization is in the Hispanic category. The numbers show a 5.66% shortfall when county employment is compared to workforce availability. In all other minority categories, the county’s population mirrors or is better represented than the data from the Department of Workforce Development indicates.**

## Underutilization by Category

CATEGORY	<u>APPLICANTS</u>	<u>NEW HIRES</u>	<u>PROMOTIONS**</u>
AS			Hispanic 4.12%
OM		Opportunities too limited to measure.	
PROF	Asian 1.8%*	Asian 2.55%*	
TECH		No underutilization.	
PS		Hispanic 2.98% Black 6.11%* Females 4.46%	
SC	Hispanic 6.61%		
SM	Hispanic 4%	Hispanic 4.16%	

**\*Due to statewide comparable data. \*\*If underutilization calculation or availability equaled less than one individual, category was not considered underutilized if/or in a category that is not underutilized in the County's current worker population.**

## Results for 2013 – 2015 Goals

- I. To address underutilization in female applicants in Protective Services, we will work with police science program contacts, professional organizations, and other agencies to identify additional recruiting sources/strategies and with the information, create an applicant source checklist to be used for each eligibility list recruitment.

**Outcomes: Number of female applicants in Protective Services category more than doubled in the 2013 – 2015 time period. Expanded recruiting efforts include job fairs, nationwide (Indeed) online advertising, female only eligibility list recruiting and specialized recruiter education. Continue to review entire hiring process to look for improvements in application to eligibility list success rate.**

- II. Although as a whole, the county is not underutilized in the Black/African American category and applicant flow in this area has increased, it does show underutilization in New Hires in the category. Human Resources will research sources and develop a distribution list for professional job postings that is broader in geographic scope than current sources to broaden the applicant pool

**Outcomes: The number of Black and Asian applicants continues to increase and there was one hire self-identified as Black in the Professional Category. Expanded recruiting efforts to broaden recruiting reach including job fairs, regional, nationwide (Indeed) and occupation specific online advertising, and social media recruiting (LinkedIn).**

- III. A majority of the hires in the Service Maintenance category are Certified Nursing Assistants. To address the underutilization of Hispanics in both the Applicant and New Hire areas, Human Resources will work with technical college program contacts and other agencies to identify additional recruiting sources/strategies and with the information, create an applicant source checklist to be used for each eligibility list recruitment.

**Outcomes: Number of Hispanic applicants increased by 15% and accounted for five (5) hires compared to three (3) hires during the last period. The CNA eligibility list process was discontinued in favor of more frequent interviewing to capture candidates quicker. Expanded recruiting efforts to broaden recruiting reach include healthcare job fairs, technical college healthcare groups and farther reaching online job postings. Orientation modified and new hire focus added to improve retention.**

## 2013 – 2015 Goal Results by Category

### Professional

In Professional, underutilization for applicants and new hires is as follows:

Applicants	New Hires	Group
4.3%	4.3%	Black
2.1%	2.1%	Asian

Our goal is to increase the number of Black and Asian applicants for each professional vacancy between 2013 -2015 by 5%. For new hires, our goal is to hire one professional from both categories in the upcoming plan period.

**Outcome: Applicant numbers in both categories exceeded goal. One hire achieved in the Black category. Did not have a hire in the Asian category. With less than 1% of geographic workforce in Asian category, that part of goal discontinued but will continue to work towards increasing minority applicants.**

### Technician

Underutilization is as follows:

Applicants	New Hires	Group
N/A	1.6%	Hispanic

Our goal is to increase the number of Hispanic applicants by 5% during this plan period.

**Outcome: Number of Hispanic applicants doubled. One new hire added in the Hispanic category.**

### Protective Service – Sworn Non-Sworn

In Protective Service, underutilization is as follows:

Applicants	New Hires	Group
4.2% S	N/A	Female
5.2% NS	N/A	Female

Our goal is to increase the number of female applicants by 15% with at least 5% of that increase being in non-white categories.

**Outcome: Number of Female and AIAN applicants in Sworn category more than doubled in the 2013 – 2015 time period.**

### Service Maintenance

In Service Maintenance, underutilization for applicants and new hires is as follows:

Applicants	New Hires	Group
3.3%	4.3%	Hispanic

Our goal is to increase the number of Hispanic applicants by 10% and New Hires by one hire.

**Outcome: Goal achieved. Hispanic applicant numbers increased by 15%. Five (5) hires in Hispanic category were made.**

## 2015 – 2017 New Goal Summary

- I. To address underutilization in female/minority applicants and new hires in Protective Services, we will work with police science program contacts, professional organizations, and other governmental entities to identify additional recruiting sources/strategies to increase the volume of applications from these groups. In addition, Human Resources will review previous female and minority applicants to see where they departed the recruitment process for possible barriers to success.
  
- II. Because most promotions in Walworth County are due to self-identification as a candidate for a posted opportunity; to address the underutilization of Hispanic individuals in the Administrative Support category, Human Resources will work with managers to identify ways to interest high performing individuals in all minority groups to apply for new opportunities within the organization. This will include a review of the internal application process and its ease of use.
  
- III. A majority of the hires in the Service Maintenance category are Certified Nursing Assistants. To address the underutilization of Hispanic individuals in both the Applicant and New Hire areas, Human Resources will work with technical college program contacts and other agencies to identify additional recruiting sources/strategies and with the information, create a new recruitment strategy specifically targeting Hispanic individuals.

## 2015 – 2017 New Goals by Category

### **Protective Service – Sworn/Non-Sworn**

In Protective Service, underutilization is as follows:

<b>New Hires</b>	<b>Group</b>
4.46%	Female
6.11%	Black
2.98%	Hispanic

Our goal is to increase the number of female and minority applicants by 15%. Since hiring is done from an eligibility list, more diverse applicants mean more diverse candidates on the list to increase the number of hires from the female and minority categories.

### **Skilled Craft**

Underutilization is as follows:

<b>Applicants</b>	<b>Group</b>
6.61%	Hispanic

Our goal is to increase the number of Hispanic applicants by 15% during this plan period.

### **Service Maintenance**

In Service Maintenance, underutilization for applicants and new hires is as follows:

<b>Applicants</b>	<b>New Hires</b>	<b>Group</b>
4%	4.16%	Hispanic

Our goal is to increase the number of Hispanic applicants by 15% and increase New Hire numbers by 2 hires during the new plan period.

# **Affirmative Action Program Development and Execution**

To facilitate achievement of our affirmative action goals and timetables, Walworth County has initiated specific procedures and programs. The programs encompass all major aspects of the employment process and are designed to correct either current procedural deficiencies or to intensify and accelerate the efficiency of present programs.

Recruiting efforts to fill open positions focus consideration on minorities and people not currently in the workforce who have the requisite skills and can be recruited through affirmative action measures.

In addition:

## **Job-Posting Program**

An online job-posting program for all positions is currently functioning in Walworth County. This program provides that all job openings are posted online for current county employees and the public where collective bargaining agreements or recruitment plans allow. Employees are alerted to new openings through an email notification to encourage internal movement and employee referrals.

## **Educational Assistance Program**

Our educational assistance program is available to all regular non-represented employees once they have completed six months of service. The plan covers reimbursement of tuition, books and other costs up to a maximum of \$1,000 per calendar year. If annual funding is still available, this is also available to represented employees.

## **Affirmative Action Training**

Managers and supervisors are given periodic equal employment opportunity training. This training demonstrates why EEO compliance is important, and it gives participants instructions and tools to help them comply with EEO requirement in their departments. Training is scheduled in conjunction with Department Head meetings periodically.

## **Selection Criteria Monitoring**

Job descriptions and process (skills tests, writing samples, etc.) are reviewed for every opening.

## **Retention**

Retaining members of under-represented groups is an essential component of any affirmative action effort seeking to increase and maintain a diverse workforce. Walworth County continues to examine its employment practices and general work atmosphere in order to develop initiatives to retain its minority and female workforce.

# Compliance with Sex Discrimination Guidelines

In our efforts to comply with the federal Sex Discrimination Guidelines (41 CFR Part 60-20), Walworth County will follow these procedures and practices:

1. Candidates from both sexes will be recruited for all jobs (unless job qualifications disqualify one of the sexes).
2. Advertisements will not express a preference for applicants of a particular sex (unless job qualifications disqualify one of the sexes) and are placed in a general "Help Wanted" column.
3. Written personnel policies indicate that there will be no discrimination on the basis of a person's sex.
4. Employees and applicants of both sexes have equal opportunities to be placed on any available job that they are qualified to perform.
5. We will make no distinction based on a person's sex in employment opportunities, wages, hours of work, employee benefits or any other condition of employment.
6. Mandatory or optional ages for retirement will be equal for both sexes.
7. We will provide appropriate physical facilities for both sexes. Lack of facilities will not be used to deny applicants of either sex.
8. Where seniority lists are used, they shall not be based on an employee's sex.
9. Salaries and wage schedules will not be based on an employee's sex.
10. Both sexes will have an equal opportunity to participate in training programs sponsored by Walworth County.
11. Walworth County recognizes its obligation to provide a work atmosphere free of harassment and intimidation. Any forms of sexual harassment, such as unwelcome sexual advances, requests for sexual favors, and/or other verbal or physical conduct of a sexual nature, will not be tolerated. Violations of this policy will be handled appropriately as part of Walworth County's disciplinary procedures and its posted policy letter in support of the federal guidelines on Sexual Harassment. Walworth County will also provide training in this area.

# **Compliance with Religion and National Origin**

## **Discrimination Guidelines**

Walworth County does not discriminate against employees or applicants because of religion or national origin, and takes affirmative action to ensure that these people are treated without regard to their religion or national origin.

Walworth County has reviewed its personnel actions and decisions - particularly on recruiting and promotion - and has determined that members of various religions and/or ethnic groups are receiving fair consideration for job opportunities.

Walworth County makes reasonable efforts to accommodate the religious observances and practices of our employees and prospective employees unless that person's religious observance or practice creates undue hardship on conducting business or result in financial or personnel problems.

## **Internal Monitoring and Reporting System**

As part of our affirmative action activities, to measure our program effectiveness and the implementation of affirmative action goals, we have developed an internal system for auditing and reporting.

The affirmative action monitoring and reporting system consists of data from four employment process sources:

1. Applicant Data
2. New Hire/Orientation with Promotions, Transfers and Demotions Log
3. Termination report
4. EEOC Yearly Report

This information enables Walworth County to meet federal EEO reporting requirements through our affirmative action plan and provide the necessary information for internal analysis and monitoring.

These reports are reviewed quarterly to ensure implementation of remedial action wherever it is required. Reports are also made available to the County Administrator on our performance against goals in affirmative action as needed.

## **Affirmative Action Efforts in Consideration of Minorities and Others Not Currently in the Workforce**

The following are some of the means (see Exhibit C) by which minorities and others not currently in the workforce who have the requisite skills may be recruited:

- Minorities and all others within our workforce will be advised of vacancies and will be requested to refer minorities and those not currently in the workforce who are interested in employment.
- Referral agencies and community organizations will be requested to seek out and refer both minorities and others not currently in the workforce.
- Vocational schools in our local labor market capable of supplying applicants will be advised of employment opportunities that occur.
- We will seek referrals from organizations serving disabled individuals to reach those not currently in the workforce.
- We will make an effort to make job postings and the recruitment process more accessible for citizens with disabilities.

## **Affirmative Action Efforts in Consideration of Disabled Workers and Covered Veterans**

Walworth County will take affirmative action to employ, and advance in employment, all qualified disabled individuals and covered veterans at all levels of employment. Such action shall apply to all employment practices, including, but not limited to the following: hiring, promotion, demotion or transfer, recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, benefits, selection for training, tuition assistance and other programs.

The County invites all applicants and employees who believe they are covered by the Rehabilitation Act of 1973 and/or the Vietnam Era Veterans Readjustment Assistance Act of 1974, and who wish to be considered under this plan to voluntarily identify themselves during new hire orientation or at any time to the Human Resources Department. The information requested is voluntary and will be kept confidential. Refusal to provide the information will not subject the applicant or employee to any adverse treatment and will be used only in accordance with the guidelines set forth in this plan. If an applicant or employee identifies him/herself as disabled, we will seek input from the applicant or employee regarding proper placement and appropriate accommodations.

# Exhibit A

## Job Categories Defined

- OA OFFICIALS/ADMINISTRATORS.** Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of operations. Includes: officials, executives and department heads.
- PR PROFESSIONALS.** Occupations requiring either college graduation or experiences of such kind and amount as to provide a comparable background. Can include such occupations as: accountants, dietitians, lawyers, registered professional nurses, Human Resources specialists, teachers and kindred workers.
- TN TECHNICIANS.** Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post high school education, such as is offered in many technical institutions and junior colleges or through equivalent on-the-job training. Can include such occupations as: computer programmers, licensed, practical or vocational nurses and kindred workers.
- PS PROTECTIVE SERVICE SWORN/NON-SWORN.** Can include such occupations as: deputy sheriff, detective, sergeant, lieutenant, correctional officer, corrections sergeant and kindred workers.
- AS ADMINISTRATIVE SUPPORT.** Includes all clerical type work regardless of level of difficulty, where the activities are predominantly non-manual although some manual work not directly involved with altering or transporting products is included. Can include such occupations as: clerks, account clerks, computer operators, secretaries, communications officers, special education aides and kindred workers.

**SC SKILLED CRAFT.** Manual laborers of relatively high skill level who have a thorough and comprehensive knowledge of the processes involved in their work. They exercise considerable independent judgment and usually receive an extensive period of training. Can include such occupations as: mechanics and kindred workers.

**SM SERVICE/MAINTENANCE.** Workers in service and/or maintenance occupations. Can include such occupations as: certified nursing assistants, cooks, janitors, nutrition site workers, food service workers and kindred workers.

## Exhibit B

### Races Defined

**WHITE:** Includes persons who indicated their race as "White" or reported entries such as Canadian, German, Italian, Lebanese, Near Easterner, Arab, or Polish.

**HISPANIC:** Includes individuals of Mexican, Puerto Rican, Cuban, Caribbean, Dominican Republican, Central or South American, or other Latin American cultures regardless of race including black individuals whose origins are Hispanic. Does not include individuals of Spanish (Spain) culture or origin.

**BLACK:** Includes persons who indicated their race as "Black or Negro" or reported entries such as African American, Afro-American, Black Puerto Rican, Jamaican, Nigerian, West Indian, or Haitian.

**AMERICAN INDIAN OR ALASKA NATIVE (AIAN):** American Indian includes persons who indicated their race as "American Indian," entered the name of an Indian Tribe, or reported such entries as Canadian Indian, French-American Indian, or Spanish-American Indian. Persons who identified themselves as American Indian were also asked to report their enrolled or principal tribe. Therefore, tribal data in tabulations reflect the written tribal entries reported on the questionnaires.

- Eskimo includes persons who indicated their race as "Eskimo" or reported entries such as Arctic Slope, Inupiat, or Yupik.
- Aleut includes persons who indicated their race as "Aleut" or reported entries such as Alutiiq, Egegik, and Pribilovian.

**ASIAN:** Includes persons who reported in one of the Asian or Pacific Islander groups listed on the questionnaire or provided responses such as Thai, Nepali, or Tongan.

- Asian includes Chinese, Filipino, Japanese, Asian, Indian, Korean, Vietnamese, Cambodian, Hmong, Laotian, Thai, Other Asian.
- Pacific Islander includes Hawaiians (part & Native), Samoan, Guamanian, Other Pacific Islander.

**OTHER RACE/NO RACE INDICATED:** Includes all other persons not included in the "White, Hispanic, Black, American Indian, Eskimo or Aleut, and Asian or Pacific Islander" race categories. Persons reporting in the "Other Race" category and providing write-in entries such as multiracial, multi ethnic, mixed, or interracial, as well as individuals not reporting are included.

## **Exhibit C**

### **Job Posting/Recruitment Sources Used**

In an effort to generate greater minority, female, disabled persons and veteran referrals, the following organizations will be considered for use:

CESA 2 Vocational Opportunities – Janesville, Wisconsin  
Wisconsin Community Action (Rock-Wal County) - Janesville, Wisconsin  
Wisconsin Division of Vocational Rehabilitation - Janesville, Wisconsin  
Wisconsin Epilepsy Foundation - Janesville, Wisconsin  
Gateway Technical College – Multiple Locations  
UW Schools Consortium Online Job Postings  
Wisconsin Private College Consortium Online Job Postings  
UMOS – Milwaukee & Madison, Wisconsin  
Spanish Centers of Racine/Kenosha/Walworth Counties - Kenosha, Wisconsin  
Wisconsin School for the Deaf - Delavan, Wisconsin  
Wisconsin School for the Visually Handicapped - Janesville, Wisconsin  
Walworth County Veterans Office - Elkhorn, Wisconsin  
Job Service and associated state job posting website  
Society's Assets - Elkhorn, Wisconsin  
Wisconsin Counties Association  
Walworth County Website (24/7)  
governmentjobs.com (24/7)  
Indeed.com (24/7)  
Line Advertisement in Local Free Newspapers (Weekly)  
Advertising in specific newspapers  
Recruiting at position specific job fairs  
Position specific educational institutions and professional organizations

This is not an all-inclusive list. A list of recruiting sources is maintained and audited annually. All referral sources are notified of Walworth County's Equal Employment Opportunity Policy as part of the job posting.

## Exhibit D

### Glossary of Affirmative Action Terminology

**ACCESSIBLE:** A barrier-free environment in which the mobility of physically handicapped persons is not inhibited by external forces such as architectural design.

**ADVERSE IMPACT:** The finding that a particular selection procedure (such as a minimum-education requirement, a test, an interview, etc.), or an entire selection process composed of such procedures, disproportionately denies an employment opportunity to a particular protected group. A procedure is found to adversely impact on a protected group if hiring or promotion data show that the percentage of applicants in any group who successfully meet its requirement(s) is significantly lower than the percentage of successful applicants in another group.

**AFFECTED CLASS:** Any employee group (for example, minorities, females and disabled persons) that has suffered and continues to suffer the effects of unlawful discrimination.

**AFFIRMATIVE ACTION (AA):** Affirmative Action requires the employer to do more than ensure employment neutrality with regard to race, color, religion, sex, and national origin. It requires the employer to make additional efforts to recruit, hire, and promote qualified members of groups formerly excluded, even if that exclusion cannot be traced to particular discriminatory actions on the part of the employer. The premise of the Affirmative Action concept is that unless positive steps are undertaken to overcome the effects of unintentional discrimination, a benign neutrality in employment practices will tend to perpetuate the status quo indefinitely.

The Equal Employment Opportunity Commission (EEOC), through court order, can require an organization to undertake an Affirmative Action program similar to that required of federal contractors by Revised Order Number 4. Because the EEOC, which administers Title VII, judges discrimination by effect and not intent, it is sometimes necessary for an organization without federal contracts or subcontracts to undertake Affirmative Action.

If the EEOC investigates an organization and finds that minorities and/or women are substantially under represented in certain job categories, it will consider that a prima facie case of discrimination-whether or not the organization so intended it. The EEOC always holds an employer accountable for the present effects of past discriminatory acts.

**AFFIRMATIVE ACTION PLAN:** A plan whose execution will assure measurable yearly improvements in hiring, training, and promotion of minorities, females, and persons with disabilities in all parts of the organization. The effectiveness of the plan is measured by the results it actually achieves rather than by the results it is intended to achieve. A written Affirmative Action Plan is required of all federal contractors holding contracts of \$50,000 or more and employing 50 or more employees.

**APPLICANT FLOW RECORD:** A written objective measure used to analyze and monitor the recruiting efforts in an employer's Affirmative Action Plan. This record shows each job applicant's name, race, national origin, sex, disability status, referral source, date of application, position applied for, whether the job applied for (or any other job) was offered or why it was not.

**AVAILABILITY:** The presence of women, minorities, and persons with disabilities in the labor market "ready, willing, and able to work," used in setting goals and determining underutilization.

There are several basic measures of availability; occupational parity, labor force parity, and population parity.

**BONA FIDE OCCUPATIONAL QUALIFICATION (BFOQ):** A job requirement which permits an employer to discriminate legally on the basis of sex, age, religion, national origin or physical or mental condition. The requirements must be carefully justified and based on actual job needs, not stereotypes. For example, sex is not a BFOQ for heavy physical work since some women are physically powerful. Race and color are never a BFOQ.

**BUSINESS NECESSITY:** If an employer's practice or policies tend to affect members of a protected class adversely, then the employer must be able to demonstrate that the challenged practices effectively carry out the business purposes they are alleged to serve and that no alternative non-discriminatory practices can achieve the safe and efficient operation of its business.

**CLASS ACTION SUIT:** A class action suit includes discrimination against not just one employee, but against a whole "affected class" of employees. The EEOC files such a suit when it concludes that individual complaints are not isolated cases but represent a widespread pattern of discrimination against a whole group of employees protected by Title VII such as Afro-Americans and women. When losing a class action suit in court, employer has to do three things: (1) pay dollar damage to the "affected class" of employees as compensation for denied wages; (2) stop engaging in discriminatory practices; and (3) make specific changes in personnel procedures and increase its hirings, promotions, and transfers of the "affected class" to eradicate the present effects of past unlawful practices.

**COMPLIANCE:** The degree to which federal contractors or subcontractors carry out (comply with) the mandatory affirmative action or non-discrimination clause in their contracts. Compliance is measured largely on the basis of what an agency says it is going to do in its affirmative action program, the agency's adherence to the program and its good faith efforts to achieve the goals and timetables specified in the program. The degree to which employers carry out EEOC guidelines and state agencies carry out its affirmative action policy and criteria.

**DISABILITY:** A physical or mental impairment which substantially limits one of more life activities. An individual with a record of such impairment or who is regarded as having such impairment, is also "disabled" under state federal law.

**EQUAL EMPLOYMENT OPPORTUNITY (EEO):** Administering all terms and conditions of employment without regard to age, color, disability, national origin, race, religion, or sex.

**LABOR FORCE:** The working population of a specified area, e.g. the North Carolina labor force includes all State residents who are employed or are seeking employment. Data on a labor force can be reported for a particular occupation or for all occupations.

**LABOR FORCE PARITY:** An employer's workforce equal to the percentage of women, minorities and persons with disabilities in the total labor force, regardless of occupational specialty.

**NONDISCRIMINATION:** Requires the elimination of all existing discriminatory conditions, whether purposeful or inadvertent.

**OCCUPATIONAL PARITY:** The representation of women, minorities and persons with disabilities in particular occupational categories in the recruiting area. This has generally been accepted as a primary basis for defining affirmative action goals and underutilization.

**POPULATION PARITY:** The percentage of women, minorities and persons with disabilities between 16 and 70 years of age in the local population.

**PRIMA FACIE EVIDENCE:** Sufficient evidence to show discrimination on its face or first appearance. For example, if all of a company's Afro-American employees work in the stockroom, all its women employees work in the office, and all its Caucasian male employees are supervisors, a compliance agency would consider this prima facie evidence of discrimination.

**PROTECTED GROUPS:** Any group (or member of that group) specified in, and therefore protected by, anti-discrimination laws. The anti-discrimination laws protect individuals from discrimination because of age, color, disability, national origin, race, religion, or sex.

**REASONABLE ACCOMMODATIONS:** (1) Used in connection with affirmative action for persons with disabilities: if a disabled employee or applicant has the skills necessary to perform a job, an employer must make reasonable accommodations to the physical environment, equipment, schedules or procedures that would enable the individual to function in the position. (2) Used in connection with discrimination because of religion: If an employee needs to be absent for religious reasons, an employer must make reasonable accommodations to grant the employee that absence--even though it may conflict with, or differ from, the employer's schedules, standards or other business conditions--unless such absences cause the employer undue hardship.

**SELECTION PROCESS:** Applies to tests and other employer selection procedures used as a basis for any employment decision. This includes the full range of assessment techniques from paper-and-pencil tests to performance tests; training programs or probationary periods; physical, educational, or work experience requirements; formal or informal interviews; and application forms. Employment decisions go far beyond hiring: promotion, demotion, discharge and referral are all included. Selection for training or transfer may also be considered an employment decision if it leads to the decisions listed above.

**SEXUAL HARASSMENT:** Deliberate, unsolicited, and unwelcome verbal and/or physical conduct of a sexual nature or with sexual implications by a supervisor or co-worker which (1) has or may have direct employment consequences resulting from the acceptance or rejection of such conduct; or (2) creates an intimidating, hostile or offensive working environment; or (3) interferes with an individual's work performance.

**UNDERUTILIZATION:** Having fewer minorities and/or women with disabilities in a particular job category than reasonably expected by their availability.

**UNDUE HARDSHIP:** In order for an employer legally to refuse to accommodate an applicant's or an employee's disability or religious belief, the employer must be able to show that such accommodation would place a severe burden on the operation of the business.

**UNINTENTIONAL DISCRIMINATION:** Practices appearing non-discriminatory and not intended to be discriminatory but display discriminatory effects.

**UNLAWFUL EMPLOYMENT PRACTICE:** Any policy or practice that has discriminatory intent or effect.

**VALIDATION:** The study of an employer's tests or selection standards which proves that they are significant predictors of successful job performance (i.e., those who score high turn out to be successful and those who score low turn out to be unsuccessful). The study requires a large

sample of applicants and must include representatives of groups, minorities, women, etc. who may be suffering adversely from such standards.

**WORKFORCE:** The employees of a specified firm or agency. E.g., the State government work force includes all individuals employed by the State. Data on an employer's work force can be reported for a particular occupation or for all occupations.