

# **Affirmative Action Plan**



**of**

**Walworth County, Wisconsin**

**For Plan Year**

**July 1, 2021 to June 30, 2023**

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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 19 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 five 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 7% of regular employees are represented by labor unions.

Unions that represent County employees are:

- Deputy Sheriffs 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 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 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 Human Resources.
  - Discussion of processes and strategies to encourage the diversity of the applicant pool during each recruitment.
  - Discussion of the recruiting process at Department Head meetings keying in on individual responsibilities and review progress when appropriate.
  - Sessions for new supervisory personnel to explain the recruitment process including the 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 if there is a shortfall 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. New hire discussions include a highlight of Equal Employment Opportunity and Affirmative Action ordinances in Chapter 15.

- Employees are informed of their responsibility to adhere strictly to non-discriminatory practices in relation to other employees, recipients of services and the public through Sec. 15-35 and departmental policies.
  - An Equal Opportunity statement on all job posting.
  - An Equal Opportunity statement on Human Resources web pages.
- D. Discrimination clauses will be addressed through county-wide ordinances.
- E. Job descriptions reviewed to ensure that minimum qualifications are bias free and job related and updated if necessary, before every new job posting.
- F. 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 to encourage current employees including those in under-represented groups to assist in the recruitment of applicants.
- G. 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.
- H. The Affirmative Action Plan and the Equal Employment Opportunity administrative procedure are available online for review by any employee.

## **External Dissemination**

- A. All job postings and the county website will carry the notice "Equal Opportunity Employer" and the Affirmative Action Plan is available online for review by any job seeker or member of the public.
- B. When employees are pictured in consumer advertising, help-wanted advertising or County publications, reasonable steps are taken to depict a diverse workforce.
- C. Applicants for employment and recipients of county services shall be advised of their right to file discrimination complaints or request 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 addition of a Recruitment Specialist position tasked with developing external opportunities for increased diversity in the applicant pool and new hires.

## **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.

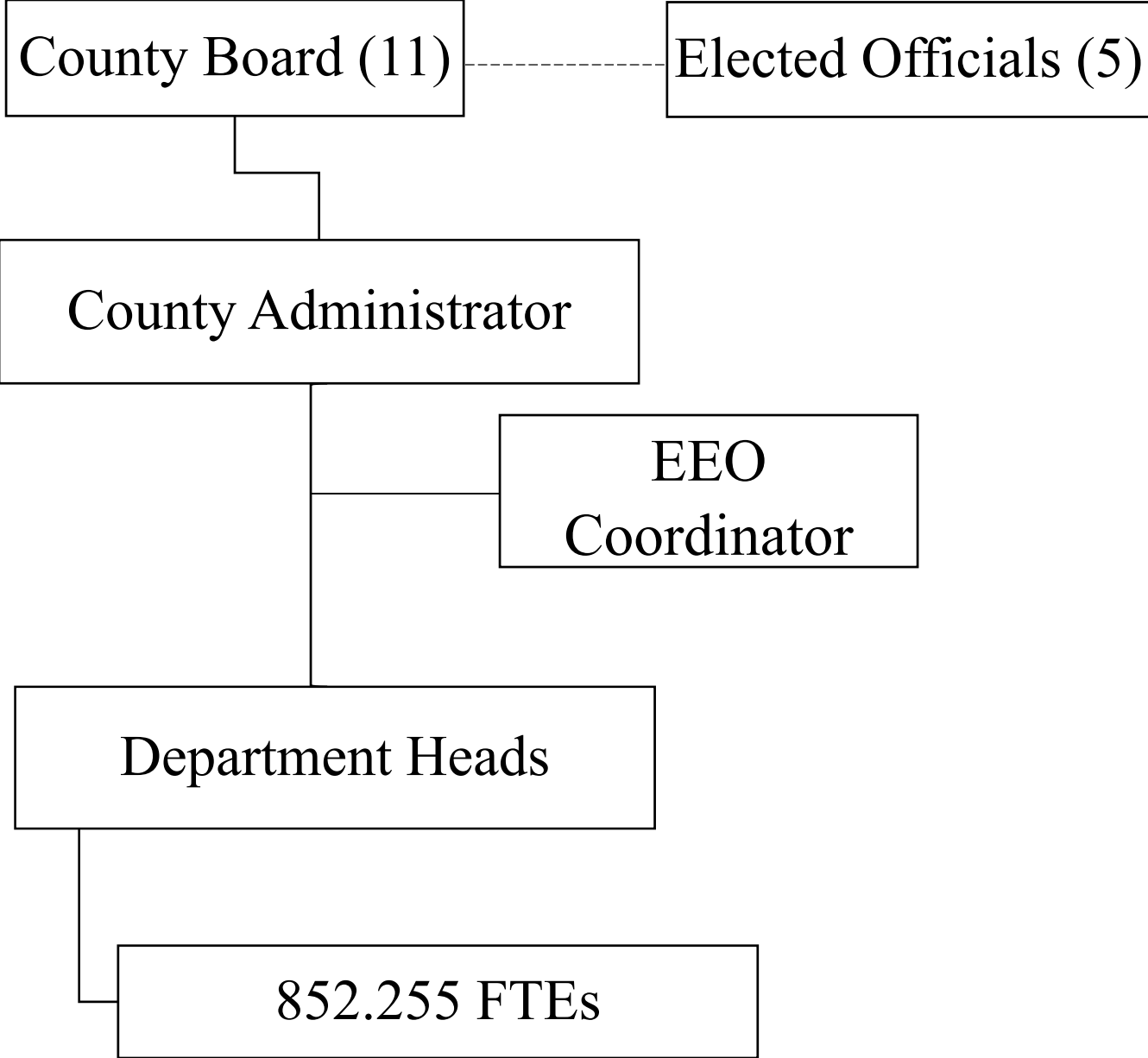
Donna M. McIntyre, HR Manager, has been designated the Equal Employment Opportunity (EEO) Coordinator of the County and has the full support of the board in carrying out these duties.

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.
- Providing reliable/unbiased screening methods and applicant accommodations in recruitment process.
- Coordinating investigations and making recommendations concerning any allegations of discrimination, both internally and in connection with enforcement agencies.
- Conducting periodic audits and holding discussions with leadership to ensure that county policy is being implemented.
- Through the Recruitment Specialist and online recruiting, 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.

*Table of Organization – Walworth County*





## *Workforce Analysis*

### **Walworth County (Geographic) Population Total: 103,868**

(Source: <https://www.census.gov/quickfacts/fact/table/walworthcountywisconsin/PST045219> - 2019 estimate)

#### **Gender**

Male	50%
Female	50%

#### **Race**

White	85.3%
Black	1.2%
Hispanic	11.2%
Asian	1.1%
American Indian & Alaskan	0.5%
Hawaiian & Pacific Islander & Other	0.1%
Two or More Races	1.4%

### **Walworth County (Geographic) Labor Force Estimate**

\*(Source: US Census Bureau - American Community Survey  
<https://data.census.gov/cedsci/table?q=Walworth%20County%20Employment&tid=ACSS1Y2019.S2401>)

\*\* (Source for Race % to calculate individuals: US Census Bureau - American Community Survey (ACS) 2006-2010 5-Year Estimate Table EEO-ALL02R for Walworth County)

#### **Gender\***

Male	28,472	52.1%
Female	26,188	47.9%

#### **Race\*\***

White	48,975	89.6%
Black	437	0.8%
Hispanic	4,482	8.2%
Asian	383	0.7%
American Indian & Alaskan	55	0.1%
Hawaiian & Pacific Islander & Other	0	0%
Two or More Races	219	0.4%

## Walworth County Employees Race/Gender as of 04/30/2021

### Gender

Male	370	36%
Female	661	64%

### Race

	Previous Period 2019		Current Period 2021	
White	937	91.7%	924	89.6%
Black	13	1.3%	18	1.7%
Hispanic	32	3.1%	54	5.2%
All Others & Unknown	40	3.9%	35	3.4%

## Definitions of Comparable Data Used (Exhibit E Overview)

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

<u>Occupation</u>	<u>Sex</u>	<u>Total</u>		<u>White non-Hispanic</u>		<u>Hispanic</u>		<u>Other Group - Non Hisp</u>	
<b>Walworth County (Geographic) Occupational Distribution</b>									
Administrative Support	Male	1395	20.36%						
Administrative Support	Female	5455	79.64%						
	<b>Total</b>	<b>6850</b>	<b>100.00%</b>	<b>6345</b>	<b>92.63%</b>	<b>345</b>	<b>5.15%</b>	<b>155</b>	<b>2.26%</b>

### Applicants 4-1-2019 to 3-31-2020

Administrative Support	Male	225	13.23%	182	80.89%	22	9.78%	21	9.33%
Administrative Support	Female	1476	86.77%	1286	87.13%	103	6.98%	87	5.89%
	<b>Total</b>	<b>1701</b>	<b>100.00%</b>	<b>1468</b>	<b>86.30%</b>	<b>125</b>	<b>7.35%</b>	<b>108</b>	<b>6.35%</b>

### Applicants 4-1-2020 to 3-31-2021

Administrative Support	Male	160	8.59%	124	6.66%	24	1.29%	12	0.64%
Administrative Support	Female	1702	91.41%	986	52.95%	58	3.11%	658	35.34%
	<b>Total</b>	<b>1862</b>	<b>100.00%</b>	<b>1110</b>	<b>59.61%</b>	<b>82</b>	<b>4.40%</b>	<b>670</b>	<b>35.98%</b>

### New Hires 4-1-2019 to 3-31-2020

Administrative Support	Male	5	12.20%	4	9.76%	0	0.00%	1	2.44%
Administrative Support	Female	36	87.80%	35	85.37%	1	2.44%	0	0.00%
	<b>Total</b>	<b>41</b>	<b>100.00%</b>	<b>39</b>	<b>95.12%</b>	<b>1</b>	<b>2.44%</b>	<b>1</b>	<b>2.44%</b>

### New Hires 4-1-2020 to 3-31-2021

Administrative Support	Male	13	25.00%	8	15.38%	3	5.77%	2	3.85%
Administrative Support	Female	39	75.00%	37	71.15%	0	0.00%	2	3.85%
	<b>Total</b>	<b>52</b>	<b>100.00%</b>	<b>45</b>	<b>86.54%</b>	<b>3</b>	<b>5.77%</b>	<b>4</b>	<b>8.89%</b>

### Promotions 4-1-2019 to 3-31-2020

Administrative Support	Male	1	0.00%	0	0.00%	1	9.09%	0	0.00%
Administrative Support	Female	10	100.00%	10	90.91%	0	0.00%	0	0.00%
	<b>Total</b>	<b>11</b>	<b>100.00%</b>	<b>10</b>	<b>90.91%</b>	<b>1</b>	<b>9.09%</b>	<b>0</b>	<b>0.00%</b>

### Promotions 4-1-2020 to 3-31-2021

Administrative Support	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Administrative Support	Female	10	100.00%	10	100.00%	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>

### No Demotions 4-1-2019 to 3-31-2020

### Demotions 4-1-2020 to 3-31-2021

Administrative Support	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Administrative Support	Female	3	100.00%	3	100.00%	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>	<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>Other Group - Non Hisp</u>
<b>Wisconsin (Statewide) Occupational Distribution</b>					
Officials and Managers	Male	221775	56.98%		
Officials and Managers	Female	167460	43.02%		
	<b>Total</b>	<b>389235</b>	<b>100.00%</b>	<b>355350</b>	<b>91.29%</b>
				<b>10505</b>	<b>2.70%</b>
					<b>23385</b>
					<b>6.01%</b>

**Applicants 4-1-2019 to 3-31-2020**

Officials and Managers	Male	44	65.67%	38	56.72%	3	4.48%	3	4.48%
Officials and Managers	Female	23	34.33%	19	28.36%	1	1.49%	3	4.48%
	<b>Total</b>	<b>67</b>	<b>100.00%</b>	<b>57</b>	<b>85.07%</b>	<b>4</b>	<b>5.97%</b>	<b>6</b>	<b>8.96%</b>

**Applicants 4-1-2020 to 3-31-2021**

Officials and Managers	Male	0		0		0		0	
Officials and Managers	Female	0		0		0		0	
	<b>Total</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	

**New Hires 4-1-2019 to 3-31-2020**

Officials and Managers	Male	1	50.00%	1	50.00%	0	0.00%	0	0.00%
Officials and Managers	Female	1	50.00%	1	50.00%	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>

**New Hires 4-1-2020 to 3-31-2021**

Officials and Managers	Male	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%
	<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>

**No Promotions 4-1-2019 to 3-31-2020**

**No Promotions 4-1-2020 to 3-31-2021**

**No Demotions 4-1-2019 to 3-31-2020**

**No Demotions 4-1-2020 to 3-31-2021**

Occupation	Sex	Total	White non-Hispanic	Hispanic	Other Groups - Non Hisp
<b>Wisconsin (Statewide) Occupational Distribution</b>					
Professional	Male	236370	42.84%		
Professional	Female	315430	57.16%		
	<b>Total</b>	<b>551800</b>	<b>100.00%</b>	<b>486750</b>	<b>88.21%</b>
				<b>15715</b>	<b>2.85%</b>
					<b>49334</b>
					<b>8.94%</b>

### Applicants 4-1-2019 to 3-31-2020

Professional	Male	368	28.55%	290	22.50%	11	0.85%	67	5.20%
Professional	Female	921	71.45%	781	60.59%	42	3.26%	98	7.60%
	<b>Total</b>	<b>1289</b>	<b>100.00%</b>	<b>1071</b>	<b>83.09%</b>	<b>53</b>	<b>4.11%</b>	<b>165</b>	<b>12.80%</b>

### Applicants 4-1-2020 to 3-31-2021

Professional	Male	562	53.32%	125	11.86%	11	1.04%	426	40.42%
Professional	Female	492	46.68%	441	41.84%	16	1.52%	35	3.32%
	<b>Total</b>	<b>1054</b>	<b>100.00%</b>	<b>566</b>	<b>53.70%</b>	<b>27</b>	<b>2.56%</b>	<b>461</b>	<b>43.74%</b>

### New Hires 4-1-2019 to 3-31-2020

Professional	Male	7	13.73%	7	13.73%	0	0.00%	0	0.00%
Professional	Female	44	86.27%	42	82.35%	0	0.00%	2	3.92%
	<b>Total</b>	<b>51</b>	<b>100.00%</b>	<b>49</b>	<b>96.08%</b>	<b>0</b>	<b>0.00%</b>	<b>2</b>	<b>4.08%</b>

### New Hires 4-1-2020 to 3-31-2021

Professional	Male	5	15.63%	5	15.63%	0	0.00%	0	0.00%
Professional	Female	27	84.38%	25	78.13%	2	6.25%	0	0.00%
	<b>Total</b>	<b>32</b>	<b>100.00%</b>	<b>30</b>	<b>93.75%</b>	<b>2</b>	<b>6.25%</b>	<b>0</b>	<b>0.00%</b>

### Promotions 4-1-2019 to 3-31-2020

Professional	Male	2	22.22%	2	22.22%	0	0.00%	0	0.00%
Professional	Female	7	77.78%	7	77.78%	0	0.00%	0	0.00%
	<b>Total</b>	<b>9</b>	<b>100.00%</b>	<b>9</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

### Promotions 4-1-2020 to 3-31-2021

Professional	Male	2	14.29%	2	0.00%	0	0.00%	0	0.00%
Professional	Female	12	85.71%	12	100.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>14</b>	<b>100.00%</b>	<b>14</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

### Demotions 4-1-2019 to 3-31-2020

Professional	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professional	Female	2	100.00%	2	100.00%	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>

### Demotions 4-1-2020 to 3-31-2021

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

Occupation	Sex	Total		White non-Hispanic		Hispanic		Other Group - Non Hisp	
<b>Regional Occupational Distribution</b>									
Technicians	Male	1660	33.77%						
Technicians	Female	3255	66.23%						
	<b>Total</b>	<b>4915</b>	<b>100.00%</b>	<b>4550</b>	<b>92.57%</b>	<b>230</b>	<b>4.68%</b>	<b>188</b>	<b>3.83%</b>

**Applicants 4-1-2019 to 3-31-2020**

Technicians	Male	39	33.91%	32	27.83%	3	2.61%	4	3.48%
Technicians	Female	76	66.09%	61	53.04%	6	5.22%	9	7.83%
	<b>Total</b>	<b>115</b>	<b>100.00%</b>	<b>93</b>	<b>80.87%</b>	<b>9</b>	<b>7.83%</b>	<b>13</b>	<b>11.30%</b>

**Applicants 4-1-2020 to 3-31-2021**

Technicians	Male	73	42.69%	9	5.26%	1	0.58%	63	36.84%
Technicians	Female	98	57.31%	79	46.20%	9	5.26%	10	5.85%
	<b>Total</b>	<b>171</b>	<b>100.00%</b>	<b>88</b>	<b>51.46%</b>	<b>10</b>	<b>5.85%</b>	<b>73</b>	<b>42.69%</b>

**New Hires 4-1-2019 to 3-31-2020**

Technicians	Male	5	41.67%	4	33.33%	1	8.33%	0	0.00%
Technicians	Female	7	58.33%	6	50.00%	1	8.33%	0	0.00%
	<b>Total</b>	<b>12</b>	<b>100.00%</b>	<b>10</b>	<b>83.33%</b>	<b>2</b>	<b>16.67%</b>	<b>0</b>	<b>0.00%</b>

**New Hires 4-1-2020 to 3-31-2021**

Technicians	Male	1	10.00%	1	10.00%	0	0.00%	0	0.00%
Technicians	Female	9	90.00%	5	50.00%	0	0.00%	4	40.00%
	<b>Total</b>	<b>10</b>	<b>100.00%</b>	<b>6</b>	<b>60.00%</b>	<b>0</b>	<b>0.00%</b>	<b>4</b>	<b>40.00%</b>

**Promotions 4-1-2019 to 3-31-2020**

Technicians	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Technicians	Female	2	100.00%	2	100.00%	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>

**Promotions 4-1-2020 to 3-31-2021**

Technicians	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Technicians	Female	3	100.00%	3	100.00%	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>	<b>0</b>	<b>0.00%</b>

**No Demotions 4-1-2019 to 3-31-2020**

**Demotions 4-1-2020 to 3-31-2021**

Technicians	Male	1	33.33%	1	33.33%	0	0.00%	0	0.00%
Technicians	Female	2	66.67%	2	66.67%	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>	<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>Other Group - Non Hisp</u>
Protective Service	Male	36285	76.25%		
Protective Service	Female	11305	23.75%		
<b>**Incl. both Sworn/Non Sworn</b>		<b>Total</b>	<b>47590</b>	<b>100.00%</b>	<b>38935</b> <b>81.81%</b> <b>2490</b> <b>5.23%</b> <b>6170</b> <b>12.96%</b>

### Applicants 4-1-2019 to 3-31-2020

Protective Service	Male	354	75.32%	284	60.43%	36	7.66%	34	7.23%
Protective Service	Female	116	24.68%	92	19.57%	10	2.13%	14	2.98%
<b>Total</b>		<b>470</b>	<b>100.00%</b>	<b>376</b>	<b>80.00%</b>	<b>46</b>	<b>9.79%</b>	<b>48</b>	<b>10.21%</b>

### Applicants 4-1-2020 to 3-31-2021

Protective Service	Male	221	85.00%	96	36.92%	9	3.46%	116	44.62%
Protective Service	Female	39	15.00%	26	10.00%	6	2.31%	7	2.69%
<b>Total</b>		<b>260</b>	<b>100.00%</b>	<b>122</b>	<b>46.92%</b>	<b>15</b>	<b>5.77%</b>	<b>123</b>	<b>47.31%</b>

### New Hires 4-1-2019 to 3-31-2020

Protective Service	Male	17	70.83%	13	54.17%	0	0.00%	4	16.67%
Protective Service	Female	7	29.17%	4	16.67%	3	12.50%	0	0.00%
<b>Total</b>		<b>24</b>	<b>100.00%</b>	<b>17</b>	<b>70.83%</b>	<b>3</b>	<b>12.50%</b>	<b>4</b>	<b>16.67%</b>

### New Hires 4-1-2020 to 3-31-2021

Protective Service	Male	15	78.95%	14	73.68%	0	0.00%	1	5.26%
Protective Service	Female	4	21.05%	4	21.05%	0	0.00%	0	0.00%
<b>Total</b>		<b>19</b>	<b>100.00%</b>	<b>18</b>	<b>94.74%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>5.26%</b>

### Promotions 4-1-2019 to 3-31-2020

Protective Service	Male	12	92.31%	12	92.31%	0	0.00%	0	0.00%
Protective Service	Female	1	7.69%	1	7.69%	0	0.00%	0	0.00%
<b>Total</b>		<b>13</b>	<b>100.00%</b>	<b>13</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

### Promotions 4-1-2020 to 3-31-2021

Protective Service	Male	3	100.00%	3	100.00%	0	0.00%	0	0.00%
Protective Service	Female	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>	<b>0</b>	<b>0.00%</b>

### Demotions 4-1-2019 to 3-31-2020

Protective Service	Male	2	100.00%	1	50.00%	1	50.00%	0	0.00%
Protective Service	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>Total</b>		<b>2</b>	<b>100.00%</b>	<b>1</b>	<b>50.00%</b>	<b>1</b>	<b>50.00%</b>	<b>0</b>	<b>0.00%</b>

### No Demotions 4-1-2020 to 3-31-2021

<u>Occupation</u>	<u>Sex</u>	<u>Total</u>	<u>White non-Hispanic</u>	<u>Hispanic</u>	<u>Other Group - Non Hisp</u>
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### Walworth County (Geographic) Occupational Distribution

Skilled Craft	Male	5180	85.55%				
Skilled Craft	Female	170	2.81%				
	<b>Total</b>	<b>6055</b>	<b>88.36%</b>	<b>4790</b>	<b>79.11%</b>	<b>435</b>	<b>7.18%</b>
						<b>125</b>	<b>2.06%</b>

### Applicants 4-1-2019 to 3-31-2020

Skilled Craft	Male	113	93.39%	95	78.51%	11	9.09%	7	5.79%
Skilled Craft	Female	8	6.61%	7	5.79%	0	0.00%	1	0.83%
	<b>Total</b>	<b>121</b>	<b>100.00%</b>	<b>102</b>	<b>84.30%</b>	<b>11</b>	<b>9.09%</b>	<b>8</b>	<b>6.61%</b>

### Applicants 4-1-2020 to 3-31-2021

Skilled Craft	Male	117	99.15%	54	45.76%	5	4.24%	58	49.15%
Skilled Craft	Female	1	0.85%	1	0.85%	0	0.00%	0	0.00%
	<b>Total</b>	<b>118</b>	<b>100.00%</b>	<b>55</b>	<b>46.61%</b>	<b>5</b>	<b>4.24%</b>	<b>58</b>	<b>49.15%</b>

### New Hires 4-1-2019 to 3-31-2020

Skilled Craft	Male	11	100.00%	11	100.00%	0	0.00%	0	0.00%
Skilled Craft	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>11</b>	<b>100.00%</b>	<b>11</b>	<b>100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>

### New Hires 4-1-2020 to 3-31-2021

Skilled Craft	Male	9	100.00%	8	88.89%	1	11.11%	0	0.00%
Skilled Craft	Female	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>

### Promotions 4-1-2019 to 3-31-2020

Skilled Craft	Male	1	100.00%	1	100.00%	0	0.00%	0	0.00%
Skilled Craft	Female	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>

### Promotions 4-1-2020 to 3-31-2021

Skilled Craft	Male	4	100.00%	3	75.00%	0	0.00%	1	0.00%
Skilled Craft	Female	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Total</b>	<b>4</b>	<b>100.00%</b>	<b>3</b>	<b>75.00%</b>	<b>0</b>	<b>0.00%</b>	<b>1</b>	<b>25.00%</b>

### No Demotions 4-1-2019 to 3-31-2020

### Demotions 4-1-2020 to 3-31-2021

Skilled Craft	Male	2	100.00%	2	100.00%	0	0.00%	0	0.00%
Skilled Craft	Female	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>



Occupation	Sex	Total	White non-Hispanic	Hispanic	Other Group - Non Hisp
<b>Regional Occupational Distribution</b>					
Service Maintenance	Male	40,590	55.02%		
Service Maintenance	Female	33,185	44.98%		
	<b>Total</b>	<b>73,775</b>	<b>100.00%</b>	59410	80.53%
				9940	13.47%
				4402	5.97%

**Applicants 4-1-2019 to 3-31-2020**

Service Maintenance	Male	94	17.34%	70	12.92%	5	0.92%	19	3.51%
Service Maintenance	Female	448	82.66%	387	71.40%	30	5.54%	31	5.72%
	<b>Total</b>	<b>542</b>	<b>100.00%</b>	<b>457</b>	<b>84.32%</b>	<b>35</b>	<b>6.46%</b>	<b>50</b>	<b>9.23%</b>

**Applicants 4-1-2020 to 3-31-2021**

Service Maintenance	Male	243	42.33%	67	11.67%	18	3.14%	158	27.53%
Service Maintenance	Female	331	57.67%	292	50.87%	23	4.01%	16	2.79%
	<b>Total</b>	<b>574</b>	<b>100.00%</b>	<b>359</b>	<b>62.54%</b>	<b>41</b>	<b>7.14%</b>	<b>174</b>	<b>30.31%</b>

**New Hires 4-1-2019 to 3-31-2020**

Service Maintenance	Male	20	33.90%	19	32.20%	0	0.00%	1	1.69%
Service Maintenance	Female	39	66.10%	36	61.02%	1	1.69%	2	3.39%
	<b>Total</b>	<b>59</b>	<b>100.00%</b>	<b>55</b>	<b>93.22%</b>	<b>1</b>	<b>1.69%</b>	<b>3</b>	<b>5.08%</b>

**New Hires 4-1-2020 to 3-31-2021**

Service Maintenance	Male	15	25.42%	9	15.25%	5	11.36%	1	1.69%
Service Maintenance	Female	44	74.58%	36	61.02%	6	10.17%	2	3.39%
	<b>Total</b>	<b>59</b>	<b>100.00%</b>	<b>45</b>	<b>76.27%</b>	<b>11</b>	<b>18.64%</b>	<b>3</b>	<b>5.08%</b>

**Promotions 4-1-2019 to 3-31-2020**

Service Maintenance	Male	1	16.67%	1	16.67%	0	0.00%	0	0.00%
Service Maintenance	Female	5	83.33%	4	66.67%	1	16.67%	0	0.00%
	<b>Total</b>	<b>6</b>	<b>100.00%</b>	<b>5</b>	<b>83.33%</b>	<b>1</b>	<b>16.67%</b>	<b>0</b>	<b>0.00%</b>

**Promotions 4-1-2020 to 3-31-2021**

Service Maintenance	Male	1	12.50%	1	12.50%	0	0.00%	0	0.00%
Service Maintenance	Female	7	87.50%	6	75.00%	1	12.50%	0	0.00%
	<b>Total</b>	<b>8</b>	<b>100.00%</b>	<b>7</b>	<b>87.50%</b>	<b>1</b>	<b>12.50%</b>	<b>0</b>	<b>0.00%</b>

**Demotions 4-1-2019 to 3-31-2020**

Service Maintenance	Male	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Service Maintenance	Female	1	100.00%	1	100.00%	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>

**No Demotions 4-1-2020 to 3-31-2021**

# Underutilization Analysis Findings for Data Period 04/01/2019 – 03/31/2021

## Overview

**The county continues its efforts to maintain an inclusive recruitment process and workplace.** Affirmative action efforts will continue to be focused on those areas that show underutilization compared to the geographic labor force availability.

As only the estimated workforce percentages in both the Hispanic and Female categories are large enough to be compared to the current Walworth County employee demographics to determine utilization, this report will focus on the statistics surrounding these categories as well as county affirmative action activities in general. **For the purposes of calculating the underutilization in each occupational group, if the underutilization calculation or availability of the group equaled less than one individual, the category was not considered underutilized.**

Currently, a shortfall of 3% in the Hispanic category exists when current county employee demographics are compared to the estimated workforce availability. **This number reflects an improvement in the County's underutilization percentage by 2.1% when compared to the 2017 – 2019 data. This is a significant improvement.** Affirmative action goals will continue to focus on this group. No shortfall exists in the Female category overall.

The estimated percentages of available workers in all the other minority categories are small and the county's population mirrors or is better represented when compared to the estimates supplied by the US Census data included in this report. No individual focus is required for these categories. Affirmative action activities in general support diversity in all areas where no specific goals are set.

## 2019 – 2021 Underutilization in the Female and/or Hispanic Categories

### Groups showing **Applicant** underutilization.

Technicians – Female Population  
Protective Service – Female Population  
Skilled Craft – Hispanic Population  
Service Maintenance – Hispanic Population

### Groups showing **New Hire** underutilization.

Service Maintenance – Hispanic Population

### Groups showing **Promotional** underutilization.

Protective Service – Female Population  
Protective Service – Hispanic Population

## **Results for 2019 – 2021 Overall Goals**

- I. To address underutilization in promotional opportunities, Human Resources will develop tools to assist internal candidates with navigating the recruitment process. This will include a method to better communicate open positions to individuals without access to email.

**Outcomes:** Communication of promotional opportunities was significantly expanded during the 2019 – 2021 plan period due to an expansion of County email access to employee groups who had been underserved in the past due to no email and no internet service. Two of the groups that now have County email and have been added to the regular communication of promotional opportunities are in the service maintenance category where underutilization existed. In addition, more and improved recruitment content was added to the Human Resources web pages to highlight opportunities and career progression for both internal and external audiences. Further targeted and in person assistance was postponed due to a change in focus to COVID-19 related activities.

- II. As significant improvements were made in the representation of both female and minority individuals in Protective Service hiring and promotion, Human Resources will continue to expand applicant sources and work with candidates to successfully navigate the protective service recruitment process.

**Outcomes:** Despite the cancelling of many recruiting events due to the national pandemic, Human Resources and the Sheriff's Office were able to collaborate on several virtual informational and recruiting sessions for both sworn and non-sworn job opportunities. By eliminating the time and travel in person events require, virtual events helped Sheriff's Office staff be more available for recruiting efforts instead of interview panels only. With the addition of a Recruiting Specialist to help communicate openings and coordinate events in a virtual platform, Human Resources was able to reach groups that they might not have otherwise seen. Work towards this goal has been successful with maintains or improvements in numbers for diverse and female applicants and new hires. Efforts in this area will continue.

- III. A majority of the hires in the Service Maintenance category are Certified Nursing Assistants. To address the underutilization of Hispanic individuals in the Applicant, New Hire and Promotional areas, Human Resources will identify and utilize additional recruiting sources/strategies to increase applicant numbers in the Hispanic group.

**Outcomes:** Efforts toward building a wider reach for Hispanic applicants included a wide variety of activities. Expansion of email access significantly improved the communication of job opportunities to individuals in the service maintenance category. A move to virtual interviewing, allowed individuals who might have barriers an opportunity to explore healthcare jobs at Walworth County. Virtual informational and recruiting sessions were arranged by the Recruitment Specialist. A focus on building relationship with community partners to improve awareness of Walworth County as a health care employer started in 2020 and continues. Efforts to make recruiting visuals posted online show diversity continue to be a struggle as employees are hesitant to provide Human

**Resources with content but efforts continue. Due to changes in state regulations, a process for hiring individuals without a CNA license to train on the job while pursuing their certification, was begun in 2020. A simplified method of requesting a move from one LHCC CNA schedule to another was developed for employees in early 2021.**

## **2019 – 2021 Results for Occupational Category Goals**

Goals created in 2019 are shown below with their outcomes. During the 2017 – 2019 plan period, Walworth County was experiencing a lack of growth in applicant numbers as we continued to compete with other regional businesses for talent. The County also continued to experience underutilization in the Hispanic group in county-wide employee numbers. Positive outcomes in applicant numbers drive improvement in new hire and promotional underrepresentation. For these reasons, category and overall goals for the 2019 – 2021 plan period were set to increase overall applicant numbers as well as increase the number of Hispanic applicants.

Unfortunately, none of the Occupational Categories saw a growth in their number of applicants during the 2019 – 2021 period due to numerous factors associated with COVID-19. These factors included fear of the workplace, a slowing of job postings and hiring as departments figured out how to navigate “work from home” and social distancing, significant federal funding sent directly to potential applicants, an increase in unemployment benefits, changes to secondary employment policies, and closed schools and daycares limiting the ability to work. Overall, applications were down by 1,161. This represents a 12.2% decrease. **Of note, although there was a significant drop in application numbers, applicants who self-identified as non-white decreased by only 1.9% overall.**

### **GROUP GOALS:**

#### **Technician**

In Technician, underutilization is as follows:

<b>Applicants</b>	<b>Group</b>
14.26%	Female

Our goal was to increase the number of female applicants and the number of overall applicants by 15%. As many positions in this category are healthcare related, an increase in applicants should show a positive impact on the number of healthcare hires the County has as well.

**Outcome: This goal was not reached. Both the overall number of applicants and the number of female applicants were below the previous period’s numbers. As many of the job postings in this category are related to healthcare and COVID-19 increased the demand in an area where there was already a shortage, applicant numbers definitely show this competition for labor as well as the other impacts like workplace fear, limiting secondary employment, and a daycare shortage.**

### **Skilled Craft**

Underutilization is as follows:

<b>Applicants</b>	<b>Group</b>
4.58%	Hispanic

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

**Outcome: This goal was partially achieved. Although the total number of applicants went down, the number of Hispanic applicants increased by 60%. This category still has slight underutilization in the Hispanic category.**

### **Service Maintenance**

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

<b>Applicants</b>	<b>Group</b>
3%	Hispanic

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

**Outcome: This goal was not achieved. Although the total number of applicants was down only 1.3%, the number of Hispanic applicants went down by 25%. A focus on this area will continue.**

## **2021 – 2023 Summary of New Overall Goals**

- I. A majority of the applicants and new hires in the Service Maintenance and Technician categories are for healthcare related positions. The number of applicants for these roles must improve to meet overall staffing needs. Human Resources will identify and utilize additional recruiting sources/strategies to increase applicant numbers overall and in the Hispanic group.
- II. As significant improvements were being made in the representation of both female and minority individuals in Protective Service hiring and promotion before the pandemic impacted applicant numbers, Human Resources will continue to expand applicant sources and continuously improve the recruitment process to increase applicant numbers and attract a diverse applicant pool.
- III. To identify areas in the recruiting process that may have a disparate impact on some applicant groups, Human Resources will review its candidate testing products and testing processes to identify any areas of disparate impact on applicants identifying as non-white and will take action to make the necessary corrections.

## 2021 – 2023 New Goals by Occupational Category

Walworth County continues to experience a lack of growth in applicant numbers in all categories as we continue to compete with other regional businesses for talent. Occupational category goals will remain the same for the 2021 – 2023 period. They will focus on increasing overall applicant numbers as well as increasing the number of Hispanic applicants. Although showing improvement, the County continues to experience underutilization in the Hispanic group in county-wide employee numbers. Positive outcomes in applicant numbers drive improvement in new hire and promotional under-representation.

### Technician

Underutilization is as follows:

<b>Applicants</b>	<b>Group</b>
5.4%	Female

Our goal is to increase the number of female applicants and the number of overall applicants by 15%. As many positions in this category are healthcare related, an increase in applicants should show a positive impact on the overall number of healthcare hires as well.

### Protective Service

Underutilization is as follows:

<b>Applicants</b>	<b>Group</b>
2.52%	Female

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

### Service Maintenance

Underutilization is as follows:

<b>Applicants</b>	<b>Group</b>
6.7%	Hispanic

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

Recruitment marketing efforts focus on increasing the number of overall applicants in every job category by increasing Walworth County's exposure on social media and on campus, by developing community relationships, and by improving the recruitment message on County webpages.

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 and books up to a maximum of \$1,600 per calendar year. Licensing and certification tests may also be covered up to \$1,000 per year. When annual funding is still available, this is also available to represented employees.

## **Affirmative Action/EEO Laws Training**

Managers and supervisors are given periodic equal employment opportunity training. This training demonstrates why EEO compliance is important, and it gives participants instructions 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. As part of this effort, required “Equal Opportunity” posters are displayed in County buildings, a Veterans Service office is available and an Employee Assistance program (EAP) is maintained.



# 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 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 five employment process sources:

1. Applicant Data
2. New Hire/Orientation with Promotions, Transfers and Demotions Log
3. Termination report
4. EEO-4 Report Data
5. Post Hire Employee Data Record

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 or similar 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 similar workers.
- PS PROTECTIVE SERVICE SWORN/NON-SWORN.** Can include such occupations as: deputy sheriff, detective, sergeant, lieutenant, correctional officer, corrections sergeant and similar 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 similar 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 similar 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 similar 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:

Walworth County Website (24/7)  
governmentjobs.com (24/7)  
Indeed.com (24/7)  
Line Advertisement in Local Free Newspapers (Weekly)  
Job postings and recruitment marketing content added to social media (LinkedIn, Facebook)  
Recruitment newsletter and emails  
Recruiting at position specific job fairs (virtual and in person)  
Providing a realistic job preview at position specific, virtual events  
Position specific educational institutions and professional organizations  
CESA 2 Vocational Opportunities – Janesville, Wisconsin  
Wisconsin Community Action (Rock-Wal County) - Janesville, Wisconsin  
Wisconsin Division of Vocational Rehabilitation - 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  
Walworth County Veterans Office - Elkhorn, Wisconsin  
Job Service and associated state job posting website  
Society's Assets - Elkhorn, Wisconsin  
Wisconsin Counties Association  
Advertising in industry specific newspapers or online sources

This is not an all-inclusive list. Recruitment sources are added regularly. 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

**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 may continue 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.

**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:** 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.

**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 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. Data on an employer's work force can be reported for a particular occupation or for all occupations.

## EXHIBIT E - Comparable Data Tables

### Wisconsin (Geographic) Occupational Distribution (Estimate based on 2014 - 2018)

Source: US Census Bureau - EEO Tables by Geographic Area By State 2014-2018 (Table EEO-ALL03R)  
[https://www2.census.gov/EEO\\_2014\\_2018/EEO\\_Tables\\_By\\_Geographic\\_Area\\_By\\_State/State/Wisconsin/](https://www2.census.gov/EEO_2014_2018/EEO_Tables_By_Geographic_Area_By_State/State/Wisconsin/)

Wisconsin	Total Employed	Hispanic or Latino - All Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Balance of not Hispanic or Latino	Percent White	Total Males	Total Females	Percent Females
Management, business and financial workers (OA)*	389,240	10,505	355,350	9,395	2,400	7,970	30	3,590	91.3%	221,775	167,460	43.0%
Science, engineering and computer professionals (PR)*	106,085	2,840	91,270	2,635	345	7,725	25	1,250	86.0%	80,270	25,815	24.3%
Healthcare practitioner professionals (PR)*	128,805	3,050	116,050	3,160	250	4,885	4	1,400	90.0%	28,470	100,335	77.9%
Other professional workers (PR)*	316,905	9,825	279,430	10,395	1,505	11,860	70	3,825	88.2%	127,630	189,280	59.7%
Protective service workers (PS)*	47,585	2,490	38,935	3,685	965	650	0	870	81.8%	36,285	11,305	23.8%
Wisconsin Total in Above Categories	988,620	28,710	881,035	29,270	5,465	33,090	129	10,935	89.1%	494,430	494,195	50.0%

\*Estimates provided by the US Census Bureau

\*\*Table advises that rounding may impact data

### Walworth County (Geographic) Occupational Distribution (Estimate based on 2014 - 2018)

Source: US Census Bureau - EEO Tables by Geographic Area By State/State\_County/Wisconsin 2014-2018 (Table EEO-ALL03R\_50\_WI)

Walworth	Total Employed	Hispanic or Latino - All Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Balance of not Hispanic or Latino	Percent White	Total Males	Total Females	Percent Females
Technicians (TN)	1,260	85	1,155	0	10	0	0	4	91.7%	420	840	66.7%
Administrative support workers (AS)	6,850	345	6,345	55	10	80	0	10	92.6%	1,395	5,455	79.6%
Construction and extractive craft workers (SC)	3,210	185	2,940	10	30	0	0	45	91.6%	3,130	80	2.5%
Installation, maintenance and repair craft worker (SC)	2,140	250	1,850	15	0	25	0	0	86.4%	2,050	90	4.2%
Production operative workers (SM)	6,065	1,455	4,405	100	0	35	0	65	72.6%	4,170	1,895	31.2%
Transportation and material moving operative workers (SM)	2,200	200	1,965	0	0	4	0	30	89.3%	1,940	260	11.8%
Laborers and helpers (SM)	3,615	915	2,630	10	10	25	0	25	72.8%	2,720	895	24.8%
Service workers, except protective (SM)	9,695	1,425	7,810	190	4	155	35	75	80.5%	3,270	6,430	66.3%
Walworth County Totals in Above Categories	35,035	4,860	29,100	380	64	324	35	254	83.1%	19,095	15,945	45.5%

\*Estimates provided by the US Census Bureau

\*\*Table advises that rounding may impact data

### Regional County Occupational Distribution (Estimate based on 2014 - 2018)

Source: US Census Bureau - EEO Tables by Geographic Area By State/State\_County/Wisconsin 2014-2018 (Table EEO-ALL03R\_50\_WI)

Technicians	Total Employed	Hispanic or Latino - All Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Balance of not Hispanic or Latino	Percent White	Total Males	Total Females	Percent Females
Jefferson	1,190	25	1,165	0	0	0	0	0	97.9%	345	840	70.6%
Rock	2,470	120	2,230	105	4	4	0	65	90.3%	895	1,575	63.8%
Walworth	1,260	85	1,155	0	10	0	0	0	91.7%	420	840	66.7%
<b>Total</b>	<b>4,920</b>	<b>230</b>	<b>4,550</b>	<b>105</b>	<b>14</b>	<b>4</b>	<b>0</b>	<b>65</b>	<b>92.50%</b>	<b>1,660</b>	<b>3,255</b>	<b>66.2%</b>

Service Maintenance	Total Employed	Hispanic or Latino - All Hispanic or Latino	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Balance of not Hispanic or Latino	Percent White	Total Males	Total Females	Percent Females
Jefferson	18,160	1,775	15,770	179	35	115	0	285	86.8%	9,945	8,225	45.3%
Rock	34,020	4,170	26,830	1,745	60	380	0	840	78.9%	18,545	15,480	45.5%
Walworth	21,575	3,995	16,810	300	14	219	35	195	77.9%	12,100	9,480	43.9%
<b>Total</b>	<b>73,755</b>	<b>9,940</b>	<b>59,410</b>	<b>2,224</b>	<b>109</b>	<b>714</b>	<b>35</b>	<b>1,320</b>	<b>83.0%</b>	<b>40,590</b>	<b>33,165</b>	<b>43.9%</b>