

State of Wisconsin

Department of Military Affairs

2400 Wright Street
Madison

Affirmative Action Plan

For the period of

July 1, 2014 – June 30, 2017

** We have reviewed and firmly endorsed the content of this affirmative action plan. Being an integral part of the State of Wisconsin as an employer, we are committed to ensuring equal opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. This means that affirmative action/equal opportunity principles will be applied to all employment policies, procedures and programs, wherever it's appropriate. This is consistent with Wisconsin's leadership and progress in achieving and assuring diversity in the work place.*

Appointing Authority

Major General Donald P. Dunbar
The Adjutant General

** Donald P. Dunbar*
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Affirmative Action Officer

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I. **AA/EEO Policy Statement for DMA State Employment**

The Department of Military Affairs affirms that it will carry out its Affirmative Action /Equal Employment Opportunity (AA/EEO) responsibilities in accordance with Chapter 230 and Chapter 111 of Wisconsin Statutes. The following AA/EEO laws and executive orders shall also apply to the effectiveness of the plan:

The Equal Pay Act of 1963;
Title VII of the Civil Rights Act of 1964;
Age Discrimination in Employment Act of 1967;
Sections 503 and 504 of the Rehabilitation Act of 1973;
Federal Executive Order 11246;
Americans with Disabilities Act of 1990, as amended;
Civil Rights Act of 1991 as amended;
Wisconsin Executive Order 28 (1983);
Other laws, regulations or executive orders that may apply to the effectiveness of the Department plan.

This agency is committed to equal employment for all persons regardless of race, creed, ancestry, religion, color, gender, national origin, age, disability, arrest or conviction record, marital status, political affiliation, sexual orientation or membership in the armed forces, or any other protected class category as covered under state, federal, and local laws. Retaliation is also a form of discrimination and as such is prohibited.

This agency will use Affirmative Action/Equal Opportunity principles to ensure that all state employment practices are free of such illegal discrimination. These practices include, but are not limited to, recruitment, certification, selection, job assignments, working conditions, fringe benefits, compensation, training opportunities, transfer, layoff, disciplinary action, termination, promotion, and testing. Reasonable accommodations will be provided to afford equal employment opportunities for state employees and applicants with disabilities. In response to an employee's request, reasonable accommodations will be provided for religious practices.

Through its affirmative action plan development, implementation and monitoring to achieve equal employment opportunity, the agency has vested the primary responsibility for affirmative action with its Affirmative Action Officer, Ms. Lynn Boodry, as well as, division administrators, directorates and related administrative and supervisory staff. Ms. Boodry, who is also the Director of State Human Resources, will report directly to the Adjutant General for the purpose of ensuring equal opportunity in employment in the state work force of the Department of Military Affairs.

Management performance will continue to be evaluated at least annually on their support to affirmative action against criteria developed by the agency. Position descriptions shall include a description of their affirmative action responsibilities.

Harassment by supervisors or co-workers on the basis of race, gender, national origin, age, disability, or other protected status is an unlawful employment practice prohibited by State and Federal law and the Department. Harassment on the basis of any protected

status in service delivery is also prohibited by the Department. Every effort will be made to prevent and eliminate any form of prohibited harassment.

If any employee or applicant for employment believes that he/she has been discriminated against in a way that violates this policy, they should contact either Lynn Boodry at lynn.boodry@wisconsin.gov, 608-242-3163, or contact any other representative of management, including me. Complaints alleging discrimination and/or harassment will be handled in accordance with DMA State Human Resources Policy & Procedure # 3.140.

II Applicant Flow Data Analysis

The purpose of conducting an applicant flow data analysis is to identify areas where the agency is having success and difficulty in reaching out to all segments of the qualified applicant pool. Applicant flow data is integral to the identification of barriers to a diverse applicant pool, and is essential to the evaluation of existing hiring policies and practices, as well as the development of an effective recruitment strategy. In order to analyze whether there are hiring policies or practices that result in barriers to equal opportunity, we must first know whether members of protected groups are sufficiently represented in the applicant pool.

Applicant Flow Data Analysis by Job Group for 2011-2013

(The certified numbers includes candidates on the register from the previous year)

Program Support Professionals & Supervisors (Job Group 19)

	Total	Male	Female	Minority	%Fem	% Min
Applicants	678	481	197	53	29.1	7.8
Examined	498	376	122	36	24.5	7.2
Passed	270	197	73	17	27	6.3
Certified	324	220	104	32	32.1	9.9
Interviewed	245	169	76	22	31	9
Hired	27	17	10	1	37	3.7

Job group 19 is underutilized for minorities statewide, and for females in this agency. The Division of Affirmative Action availability percentages for job group 19 are 60.8% females and 10% minorities. This Department has 10 classifications/series that fall within this job group: Agency Liaison, Emergency Government Specialist series, Emergency Management Program Supervisor, Emergency Services Coordinator, Facilities Management Specialist 2, Grants Specialist series, Legislative Liaison, Military Affairs Program Supervisor, Office Management Supervisor, and Risk Management Officer.

As the table shows, our applicant pool for this job group was well short of the percentage of availability for females; closer for minorities, but still less than availability. Although the percentage of females certified was only half of availability, it is encouraging that the percentage of candidates that are female increases with each

step of the process after the exam (27% pass the exam, 32% are certified, but 37% are hired). It seems we are attracting well qualified female candidates, just not enough of them. Of 27 certifications created for this job group from 2011-2013, 23 contained female candidates (85.2% of certifications), and all 23 had female candidates who interviewed.

It appears that the opposite is true for minority candidates. We are close to availability for percentage of minorities certified, 9.9% certified versus 10% availability; however, only 3.7% of the candidates hired were minority candidates. However, this is deceiving. Of the 27 certifications created, less than half (12) of them contained minority candidates, and of those only 11 had minority candidates who were willing to interview; so we actually only had a chance to hire a minority candidate for 41% of the positions filled. Of those 11 certifications where minority candidates interviewed, one hire (9.1% of the certifications) was made.

Social Services Professional and Supervisors (Job Group 112)

	Total	Male	Female	Minority	%Fem	% Min
Applicants	875	476	399	71	45.6	8.1
Examined	648	337	311	47	48	7.3
Passed	427	233	194	33	45.4	7.7
Certified	560	406	154	77	27.5	13.8
Interviewed	267	177	90	31	33.7	11.6
Hired	27	19	8	3	29.6	11.1

Job group 112 is underutilized for minorities statewide. The DAA availability percentage for this job group is 16.3% minorities. The Department has 4 classifications/series that fall into this job group: Cadet Specialist series, Cadet Specialist Supervisor, Treatment Specialist series, and Volunteer Coordinator.

Our candidate pool passing the exams for this job group was approximately half of the percentage of availability (7.7% versus 16.3%). However, the percentages of minority candidates who are certified, interviewed, and hired are much higher than for passing the exam (13.8%, 11.6%, and 11.1% respectively versus 7.7%). These numbers suggest that we are attracting well qualified minority candidates; we are just not attracting enough of them to meet availability.

Of concern is the fact that all 27 certifications in this job group from 2001-2013 contained minority candidates, and 25 of the 27 certifications had minority candidates who interviewed. So we are getting at least some minority candidates with every recruitment, but they aren't being hired.

All 3 of the minority hires were made in 2013; and there was a minority candidate who declined an offer of employment in 2012. Had that candidate accepted, it would have brought the percentage of hires that were minority up to 14.8%.

However, another potential concern is that 2 of the 3 minority candidates hired last year had already resigned from their positions.

Law Enforcement & Public Safety Employees (Job Group 247)

	Total	Male	Female	Minority	%Fem	% Min
Applicants	551	504	47	66	8.5	12
Examined	493	454	39	53	7.9	10.8
Passed	370	349	21	32	5.7	8.7
Certified	694	645	49	66	7.1	9.5
Interviewed	386	361	25	29	6.5	7.5
Hired	49	45	4	3	8.2	6.1

Job group 247 is underutilized for both minorities and females statewide. The DAA availability percentage for this job group is 22.8% for females and 9.4% for minorities. This Department has 4 classification series that fall in this job group: Fire/Crash Rescue Specialist series, Fire/Crash Rescue Supervisor, and Military Affairs Security Officer (MASO) series, and MASO Supervisor.

The percentage of females in our applicant pool is far below the percentage of availability, and there is no significant difference between the number of female applicants for Fire/Crash and MASO. The percentage of minority applicants, however, surpasses the availability percentage in applicants examined (10.8%) and certified (9.5%). However, only 7.5% of applicants agreeing to interview were members of a minority group, and only 6.1% of those hired.

Of the 49 certifications in this job group from 2011-2013, 39 contained female candidates and 44 contained minority candidates. Of those, 26 certifications had females who interviewed and 31 had minority candidates who interviewed. This means that the Department only had an opportunity to hire a female candidate for 53% of the vacancies, and a minority candidate for 63% of the vacancies.

The overall trend for female and minority hiring in this job group is up. DMA made 11 hires in 2011, of which there were no female or minority hires; 19 hires in 2012, of which 1 was a minority and 1 female; and 19 hires in 2013, of which there were 2 minorities and 3 females. In addition, one female candidate declined an offer of employment in 2012, and one minority candidate declined an offer of employment in 2013.

Mechanical Equip, Construction & Repair (Job Group 301)

	Total	Male	Female	Minority	%Fem	% Min
Certified	431	427	4	19	0.9	4.4
Interviewed	102	101	1	5	1.0	4.9
Hired	28	28	0	2	0	7.1

To determine availability for Job group 301, OSER divides the State into 5 regions, with each region analyzed independent for availability. This job group is underutilized for both females and minorities in all 5 regions. The Department uses 4 classifications/series that are included in this job group: Automotive/Equipment Technician Master, Facilities

Maintenance Specialist series, Facilities Repair Worker series, and Heavy Equipment Operator. My analysis only included the candidates certified, interviewed, and hired because OSER is responsible for the recruiting, testing, and creation of registers for most of these classifications, with the exception of Heavy Equipment Operator.

The percentage of candidates hired who were minority meets or exceeds availability in 4 of the 5 regions, and the percentage of candidates certified and interviewed exceeds availability in 2 of the regions. Of the 28 certifications created from 2001-2013, there were minority candidates on only 9 of them (32% of certifications), and only 5 certifications (17.9% of certifications) where minority candidates agreed to interview. So when minority candidates actually interviewed, they were hired 40% of the time. Only one minority candidate agreed to interview in 2012 and 2013, and on both of those occasions the minority candidate was hired.

The percentage of candidates who were female is far below availability in all 5 regions. Of the 28 certifications created from 2011-2013, only 3 had female candidates, and of those only 1 female candidate agreed to interview. This means that the Department only had the opportunity to hire a female candidate in this job group once in the last three years (3.6% of positions filled).

III. Identification of Problem Areas, Goals, and Action Plan

In this section, we shall list those problems areas identified in the analysis summary which we will concentrate on rectifying, create goals that allow us to measure success in rectifying said problem areas, and develop action plans to accomplish those goals.

Problem 1

Too many of the certifications created in Job Group 19 do not have minority candidates on them. Only 44% of the certifications in this job group contained minority candidates.

Goal

Attract qualified minority candidates for every recruitment in Job Group 19, so that every certification has minority representation. The hiring data show that when minority candidates are interviewed, they are hired at close to the same percentage as which they are certified (9.1%).

Problem 2

Too many of the certifications created in Job Group 301 do not have female or minority candidates on them. Only 32% of the certification contained minority candidates, and only 10.7% contained female candidates.

Goal

Attract more qualified female and minority candidates for all recruitments in Job Group 301. Minority candidates were hired on 40% of the certifications for which they interviewed, but only interviewed for 5 certifications. Female candidates were on only 3 of 28 certifications (10.7%) and only agreed to interview for one certification.

Problem 3

The percentage of applicants who are female is far below availability for job group 247. Only 7.9% of the applicants who took the exam, and only 5.7% of the applicants who passed the exam, were female. The percentage of females in the available job pool is 22.8%.

Goal

Attract more qualified female applicants for all recruitments in job group 247. Availability is 22.8% of the applicant pool, so having only 7.9% of the total applicants who took the exam be female is unacceptably low.

Problem 4

The percentage of applicants who are minorities is too low for job group 112. Only 7.3% of the applicants who took the exam, and 7.7% of the applicants who passed the exam, were minority candidates, while availability is 16.3%.

Goal

Attract a larger number of qualified minority applicants. While there were minority applicants on all of the certifications for this job group, the percentage of applicants interviewed who were minority has gone up significantly the last three years: 7.6% in 2011, 10.6% in 2012, and 15.7% in 2013.

Action Plan for Rectification of Problem Areas

The Department has developed the following action items in an attempt to rectify the problems listed above. Each action plan clearly identifies the action steps to be taken, who the responsible staff will be, a timeline for implementation, and the anticipated outcome for future evaluation.

Action Step	Responsible Staff	Time Line	How Evaluated
Research demographic composition of technical school students as a recruitment source for these job groups.	Human Resources & Hiring Supervisors	As recruitments occur	Documentation of demographic composition will be in recruitment file
Utilize Google Analytics to identify best sources of advertising for qualified female and minority applicants.	Human Resources	Continuously	SHR will analyze the demographic makeup of applicant pools on an annual basis
Work with OSER to identify sources for recruiting minorities and women for enterprise recruitments.	Human Resources and AAAC members	Continuously	SHR will analyze the demographic makeup of applicant pools on an annual basis
Conduct post hire surveys with certified candidates who decline to interview.	Human Resources	As recruitments occur	SHR will compile and analyze results of survey
Continue the practice of the DMA Affirmative Action Officer's involvement in hiring actions for these job groups	Affirmative Action Officer	Continuously	Documentation in the recruitment file
AAAC sponsored training for DMA employees	AAAC Members	Ongoing	Training Coordinator will track rosters for who attends training
Mandate that all Supervisors attend Unconscious Bias training	Supervisors	Ongoing	Training Coordinator will track rosters for who attends training
Mandate that Supervisors attend at least 4 hours of diversity training on a biennial basis	Supervisors	Ongoing	Training Coordinator will track rosters for who attends training
Mandate that AAAC members attend at least 8 hours of diversity training on a biennial basis	AAAC Members	Ongoing	Training Coordinator will track rosters for who attends training
AAAC Dissemination of the value of diversity within their units	AAAC Members	Ongoing	Each AAAC member will give reports on status at meetings

IV. Internal Monitoring and Plan Communication

A periodic review of the affirmative action plan ensures successful implementation of strategic actions. All of the following activities will be done to monitor this plan:

- An annual review of the plan by the AA Officer, Lynn Boodry.
- An annual review of the plan by the DMA Affirmative Action Advisory Committee (AAAC).
- AA/EEO will be one of the factors that supervisors will be evaluated on during their annual performance evaluation.
- DMA will continue to utilize an Exit Interview program.
- SHR will track and analyze retention issues.
- A disability survey of employees will be conducted every two years.
- Review and promote accessibility of programs, services, and facilities to ensure access for persons with disabilities.
- Continue to look for opportunities to participate in SAAIP and other internship programs.

SHR and the AAAC will be responsible for communicating the AA plan to agency staff. All responsible parties should be involved in communicating the progress made toward AA goals. The AA Plan will be communicated to agency staff using the following methods:

- Email
- Posted in the AA section of the agency website
- Included in the New Employee Handbook presented during new employee orientation
- It will be mentioned in the quarterly HR Newsletter
- Face to face presentations will be made to DMA supervisors on their responsibilities regarding this plan.

Date of Submission to OSER

6/30/2014