

EAU CLAIRE COUNTY
MEETING NOTICE/AGENDA

COMMITTEE: Committee on Human Resources
DATE: Friday, August 18, 2017 **TIME:** 1:30 PM
PLACE: Eau Claire County Courthouse, Room 1273
721 Oxford Avenue, Eau Claire, WI

REASON FOR MEETING: REGULAR

1. Call to Order and Certify Compliance with Open Meetings Law
2. Public Comment
3. Review and approve minutes of the July 14, 2017 meeting
4. Human Services: Information/Discussion/Action of Resolution 17-18/055- Abolish 1.0 FTE Children's Court Services Director and Create 1.0 FTE Children's Court Services Supervisor
5. Human Resources: Information/Discussion - Total Rewards Strategy: Recognition Committee Update
6. Human Resources: Information/Discussion - EAP Utilization
7. Human Resources: Information/Discussion/Action to approve updates to the following Eau Claire County policy:
 - Policy 513 Travel and Expense Reimbursement
8. Human Resources: Information/Discussion – Recruitment Updates
9. Human Resources: Information/Discussion/Action - 2018 Human Resources Budget presentation
10. Human Resources : Consideration/ Discussion/Action to approve the 2017 Affirmative Action Plan
11. Human Resources - Proposed Closed Session pursuant to Wisconsin Statutes 19.85 (1) (c) for the purpose of considering employment, promotion, compensation or performance evaluation of any public employee over which the governmental body has jurisdiction or exercises responsibility.

Motion to Adjourn into Closed Session pursuant to Wisconsin Statutes 19.85 (1) (c) for the purpose of considering employment, promotion, compensation or performance evaluation of any public employee over which the governmental body has jurisdiction or exercises responsibility.

To wit: Collective Bargaining. Roll Call Vote.

Motion to go into Open Session. Committee Action.

12. Adjourn

Future Committee on Human Resources Meetings

Where: Room 1273

Time: 1:30p-3:30p

Dates:

- September 15, 2017 *
 - *Note; 2018 new position or position modifications will be reviewed
- October 20, 2017
- November 10, 2017
- December 8, 2017

COPIES TO:

County Clerk J. Loomis

County Administrator K. Schauf

Corporation Counsel K. Zehms

Committee on Human Resources: K. Clark/S. Miller/M. Beckfield/J.Gatlin/M. Conlin

Human Resources Department

DATE NOTICE POSTED AND SENT:

PREPARED BY: Jill Mangus, Human Resources Department

PLEASE NOTE: Upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through sign language, interpreters or other auxiliary aids. For additional information or to request the service, contact the County ADA Coordinator at 839-4710, (FAX) 839-1669 or 839-4735, tty: use Relay (711) or by writing to the ADA Coordinator, Human Resources, Eau Claire County Courthouse, 721 Oxford Avenue, Eau Claire, WI 54703.

COMMITTEE ON HUMAN RESOURCES

Thursday, July 14, 2017 1:30 p.m., Room 1273

Location: Eau Claire County Courthouse
721 Oxford Avenue, Eau Claire, WI 54703

MINUTES

Members Present: Kathleen Clark, Sue Miller, Mike Conlin
Member absent: Mark Beckfield, Judy Gatlin
Staff Present: Jamie Gower, Jill Mangus
Other Staff Present: Kathryn Schauf, Keith Zehms, Jennifer Speckien, Joel Brettigen

Chair Kathleen Clark called the meeting to order and certified compliance with Open Meetings Law at 1:30 p.m.

No public comment.

Review and approve minutes of the June 16, 2017 meeting:

Motion Mike Conlin to approve minutes of the June 16, 2017 meeting as written. Motion carried 3 to 0.

Human Resources – Consideration/ Discussion of the annual update to the Eau Claire County Affirmative Action Plan for 2017

No Committee Action.

Human Resources - Proposed Closed Session pursuant to Wisconsin Statutes 19.85 (1) (c) for the purpose of considering employment, promotion, compensation or performance evaluation of any public employee over which the governmental body has jurisdiction or exercises responsibility.

Motion Mike Conlin to adjourn into Closed Session pursuant to Wisconsin Statutes 19.85 (1) (c) for the purpose of considering employment, promotion, compensation or performance evaluation of any public employee over which the governmental body has jurisdiction or exercises responsibility. To wit: Collective Bargaining. Roll call vote. All ayes. Motion carried 3 to 0.

The Corporation Counsel, Keith Zehms, presented the proposals for negotiations with the WPPA Non-Supervisory Deputy Sheriff Unit. Committee on Human Resources reviewed and discussed the items.

Motion Mike Conlin to go into an Open Session. Motion carried 3 to 0.

No Committee action.

Aging and Disability Resource Center: Consideration/Discussion/Action of Resolution 17-18/041 to add a one (1.0 FTE) Kitchen Manager position and two (.73 FTE) Cook positions.

Motion Sue Miller to approve Resolution 17-18/041 to create one (1.0 FTE) Kitchen Manager and two (.73 FTE each) Cook positions. Motion carried 3 to 0.

Human Resources: Information/Discussion – Benefit discussion presented by Amy Sires, Benefit Administrator and Kristin Schmidt, M3

The Benefit Administrator and M3 Consultant presented a stewardship report and benefit benchmark comparison.

Next Committee meeting was moved to September 18, 2017.

Adjourn

Meeting adjourned at 3:14 p.m.

Respectfully submitted,

Jill Mangus
Committee Clerk

FACT SHEET to Resolution 17/18-055

With the integration of Children's Court Services into Human Services, they are requesting a staffing change - Abolish (1) 1.0 FTE Children's Court Services Director; create (1) 1.0 FTE Children's Court Services Supervisor. A member of the Human Services leadership team will be present at the committee meeting to answer any questions.

The Children's Court Services Director is placed at paygrade T with a starting salary of \$79,389 and a FLSA status of exempt. Based upon the market review, the Children's Court Services Supervisor is recommended for placement at paygrade P with a starting salary of \$58,444 with a FLSA status of exempt.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Jamie K. Gower". The signature is written in black ink and is positioned below the text "Respectfully Submitted,".

Jamie K. Gower

FACT SHEET

Eau Claire County is revamping how we recognize the accomplishments of our employees! We know that our employees are the most important resource to our operation and we intend to better show our appreciation for the work we all do. To do this, we have created a committee to create a new standard for recognition.

Information from members of the Eau Claire County Recognition Committee will be provided during the Committee Meeting on Friday, August 18th, 2017.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Jamie K. Gower". The signature is written in black ink and is positioned below the "Respectfully Submitted," text.

Jamie K. Gower

FACT SHEET

Current EAP (Employee Achievement Program- REALiving) utilization statistics and information will be presented during the Committee Meeting on Friday, August 18th, 2017.

Respectfully Submitted,

A handwritten signature in black ink that reads "Jamie K. Gower". The signature is written in a cursive, flowing style.

Jamie K. Gower

FACT SHEET

Policy 513 Update - Travel and Expense Reimbursement

The policy was updated to reflect out of state travel which now requires prior approval of the Department Head instead of the County Administrator.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Jamie K. Gower". The signature is written in black ink and is positioned below the text "Respectfully Submitted,".

Jamie K. Gower

POLICY 513 TRAVEL AND EXPENSE REIMBURSEMENT

1. **Purpose.** To establish a uniform system for determining county responsibility for expenses incurred by employees and officers while performing official county business.
2. Definitions.
 - 2.1 Authorizing party. The county administrator with respect to department heads; the department heads with respect to subordinate employees; and the chair of the board with respect to county supervisors, the county administrator and public officials other than officers.
 - 2.2 Budgeted. Appropriated by the county board or otherwise allocated in accord with Chapter 4.04 of the County Code.
 - 2.3 Person. All public officials and employees of the county.
 - 2.4 Vehicles. All motor drive surface forms of transportation.
3. Personal Automobile Insurance.
 - 3.1 All county employees who drive their personal vehicles on county business will be required to maintain, at a minimum, personal automobile insurance in the amount of \$100,000/\$300,000. The employee will provide their department head annually with documentation verifying such insurance amounts.
4. General Travel Policy.
 - 4.1 Each person will be reimbursed for reasonable, necessary and actual travel expenses incurred in the performance of authorized official duties.
 - 4.2 Use of public transportation is encouraged.
 - 4.3 Each authorizing party will be responsible for ensuring that employees plan their travel with the principles of fiscal austerity and energy conservation in mind.
 - 4.4 Department heads and the County Administrator will determine departmental travel and training needs and authorize expenditures.

POLICY 513 TRAVEL AND EXPENSE REIMBURSEMENT

Effective Date: January 1, 2012

Revised Date: November 2013; January 27, 2016

Eau Claire County
Employee Policy Manual

5. Out-of state travel.
 - 5.1 All out-of-state travel beyond 175 miles from the boundary of the City of Eau Claire at county expense must have the prior approval of the ~~county administrator~~ department head. Persons will submit a request for out-of-state travel to the department head ~~county administrator~~ as far in advance of the time of travel as possible.
6. Travel Costs.
 - 6.1 The person's authorizing party is responsible for auditing the travel voucher and will review travel expenditures. Travel reimbursement will not exceed the budgeted amount. Expenditures in excess of the budgeted amount will not be reimbursed.
 - 6.2 The maximum amount reimbursed will be the lesser of the commercial alternative rate and the vehicle mileage reimbursement amount.
7. Hotel/Motel Registration.
 - 7.1 When registering in hotels or motels or signing for any official purposes, persons will use their business address.
8. Lodging Expense.
 - 8.1 The choice of lodging will be based primarily on cost with consideration given to accessibility in conducting business. When traveling alone, a person will make use of a single room rate. Only travel expenses for the authorized person will be reimbursed, and at the rate for a single room.
 - 8.2 Lodging at convention, seminar, or meeting sites will be fully paid for by the County. For travel needs other than those listed, the maximum permitted amount for lodging for all in-state travel will equal the state rate and will be automatically adjusted each time the state rate is adjusted.
 - 8.3 All lodging expenses will be supported by the original machine printed receipts, or an original handwritten receipt.
9. State or third party reimbursements.
 - 9.1 Employees being reimbursed for travel expenses from a third party will not be reimbursed by the County.

POLICY 513 TRAVEL AND EXPENSE REIMBURSEMENT

Effective Date: January 1, 2012

Revised Date: November 2013; January 27, 2016

Eau Claire County
Employee Policy Manual

10. Private Vehicle Mileage Allowance.

- 10.1 The mileage allowance for use of private vehicles will equal the state rate and will automatically be adjusted each time the state rate is adjusted.
- 10.2 Mileage between the employee's residence and place of employment will not be paid.
- 10.3 Incentive payments for carpooling will be provided for drivers who carpool. The official incentive payment will be an additional 2¢ per mile for each additional person on Eau Claire County business using a private vehicle.
 - 10.3.1 When incentive payments are made, the total mileage expense will be charged in equal shares against the appropriate departmental accounts of the persons on travel status.
 - 10.3.2

11. Meals.

- 11.1 Employees will be reimbursed for meals if the employee is attending an approved meeting, convention or seminar.
- 11.2 The claim for meals will represent actual, reasonable and necessary costs expended for meals, not to exceed the following including tax and 20% maximum tip.
 - 11.2.1 Breakfast. Maximum of \$8 for trips requiring the employee to leave before 6 a.m.
 - 11.2.2 Lunch. Maximum of \$10 for trips requiring the employee to leave before 11:30 a.m. and return after 1:30 p.m.
 - 11.2.3 Dinner. Maximum of \$20 for trips requiring the employee to leave before 4:30 p.m. and return after 6:30 p.m.
 - 11.2.4 Maximum daily total of \$38.
 - 11.2.5 Receipts are required for all meal reimbursement requests.
 - 11.2.6 No reimbursement will be made for the cost or tip on alcoholic beverages.

POLICY 513 TRAVEL AND EXPENSE REIMBURSEMENT

Effective Date: January 1, 2012

Revised Date: November 2013; January 27, 2016

Eau Claire County
Employee Policy Manual

11.2.7 If the employee is required to purchase one meal while on county business, they will be limited to the amount stated per meal. If more than one meal is purchased, the employee will be allowed the total of these meals with the total being split among the meals at the employee's option.

12. Claiming Reimbursement of Authorized Expenditures.

12.1 All claims for reimbursement of authorized expenses must be submitted within 30 days on a Travel and Expense Reimbursement Form provided by the Finance Department.

13. Appendices.

13.1 Travel/Expense Reimbursement Form (Appendix 513 A)

POLICY 513 TRAVEL AND EXPENSE REIMBURSEMENT

Effective Date: January 1, 2012

Revised Date: November 2013; January 27, 2016

Eau Claire County
Employee Policy Manual

FACT SHEET

The Human Resources Director will provide a recruitment update during the Committee Meeting on Friday, August 18th, 2017.

Respectfully Submitted,

A handwritten signature in black ink that reads "Jamie K. Gower". The signature is written in a cursive style with a large, looped initial "J".

Jamie K. Gower

FACT SHEET

The 2017 Affirmative Action Update is complete and is ready for review and approval by the Committee on Human Resources. Due to size of the document, it was sent separate from the agenda.

Eau Claire County is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex, however, all have one common purpose--to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the Affirmative Action Plan.

The plan is enclosed for your review and approval. An overview of what you will see in the plan includes the following:

- An Introduction to the Plans
- An Affirmative Action Plan for Minorities and Women
- An Affirmative Action Plan for Protected Veterans and Individuals With Disabilities
- Our employment data consists of:
 - Workforce Analysis/Lines of Progression
 - Job Group Analysis
 - Availability Analysis
 - Internal Availability Analysis
 - Comparison of Incumbency to Availability and Placement Goals
 - Goals Progress
 - Personnel Transactions Summary
 - Data Collection Analysis
 - Zip Code Analysis

This Affirmative Action Plan is designed to cover the following reporting period:

- Affirmative Action implementation period: January 1, 2017 through December 31, 2017
- Transaction period: January 1, 2016 through December 31, 2016

The Committee is asked to review the plan updates and be prepared to approve the plan at the August 18, 2017 Committee meeting.

Respectfully Submitted,



Jill Mangus
AA/EEO Officer



Jamie K. Gower
HR Director

**EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN
(AFFIRMATIVE ACTION PLAN)**

for

**EAU CLAIRE COUNTY
721 Oxford Ave.
Eau Claire, WI 54703**

2017

Dun's #: 076521186 Eau Claire County
EIN (tax) #: 39-6005694
EEO-4 #: 55200180

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

**PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS
AND INDIVIDUALS WITH DISABILITIES**

AA/EEO Contact: Jill Mangus
Human Resources Advisor
Eau Claire County
721 Oxford Ave.
Eau Claire, WI 54703
715-839-7335

**EAU CLAIRE COUNTY
EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN**

2017 PLAN ADOPTION

This Affirmative Action Plan represents a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through the equal treatment of all people. This Affirmative Action Plan dated 2017 was adopted by the Committee on Human Resources at their August 18, 2017 session.

This Plan will be reviewed annually in accordance with 3.10 of the Eau Claire County Code of General Ordinance to ensure compliance with the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608. Once adopted by the Committee on Human Resources, the provisions of the basic Affirmative Action Plan remain in effect in compliance with 3.10.030 until revisions are duly approved.

Eau Claire County has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). The County will continue to monitor and update these studies during each Affirmative Action Plan year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this Affirmative Action Plan. Eau Claire County tailors our action-oriented programs each year to ensure they are specific to the problem areas identified and will be annually reviewed and approved by the Committee on Human Resources.

Hereafter, the Affirmative Action Plan will be adopted by the Committee on Human Resources no later than the September session each year.

Plan Submitted By:

Jill N. Mangus, Affirmative Action Officer

Jamie Gower, Human Resources Director

Approved By:

Kathryn A. Schauf, County Administrator

Kathleen M. Clark, Committee on Human Resources Chair

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INTRODUCTION TO PARTS I AND II

BACKGROUND

Eau Claire County is a local county government agency located in the heart of West Central Wisconsin. Eau Claire County is home to three cities, two villages and 13 towns with a total population of over 100,000. The area enjoys a history of lumbering and now is the region's center for healthcare, education, retail and business. Eau Claire County is served by a 29-member County Board of Supervisors. This Board is made up of a member elected by each district to a two-year term.

The Eau Claire County Affirmative Action Plan was adopted by the County Board of Supervisors in August 1976. The Board reaffirmed its equal employment opportunity and affirmative action policies by creating Chapter 3.03 of the Eau Claire County Code in 1980, amended to Chapter 3.10 in 2003, and the Committee on Human Resources has reviewed and adopted the Affirmative Action Plan on a continuing annual basis.

Eau Claire County is a federal government service contractor subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, and Section 4212. Because Eau Claire County has \$50,000 or more in annual contracts with the federal government and employs 50 or more employees, we are required to prepare annual written Affirmative Action Plans (Affirmative Action Plan's) for minorities and women, for protected veterans, and for persons with disabilities for our organization. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in debarment of Eau Claire County from future contracts and subcontracts.

As stipulated in federal regulations, a prerequisite to the development of a satisfactory affirmative action plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis reveals a numeric disparity between incumbency (and/or hiring rates for veterans) and availability, an adequate Affirmative Action Plan details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability. It is toward this end that the following Affirmative Action Plan of Eau Claire County was developed under 3.10.030 of the Eau Claire County of General Ordinances.

APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

Eau Claire County's Affirmative Action Plan for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

Eau Claire County has developed separately an affirmative action plan for protected veterans and individuals with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Individuals with Disabilities), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-300 (Affirmative Action Program for protected veterans).

Under [Section 503](#), a business with a federal contract of more than \$15,000 is required to treat qualified individuals with disabilities without discrimination on the basis of their physical or mental disability in all employment practices, and to take affirmative action to employ and advance in employment individuals with disabilities. If the company has at least 50 employees and a single contract of \$50,000 or more, then it must also develop a Section 503 Affirmative Action Plan, as described in [41 CFR 60-741, Subpart C](#). Section 503 applies to businesses with federal construction contracts, but not to businesses with federally assisted construction contracts.

COVERED GROUPS UNDER AFFIRMATIVE ACTION LAWS AND REGULATIONS

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

Any veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or who was discharged or released from active duty because of a service-connected disability.

Recently separated veterans: any veteran currently within three-years of discharge or release from active duty.

Veterans who served on active duty in the U.S. military during a war or campaign or expedition for which a campaign badge is awarded.

Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant

to Executive Order 12985.

An individual with a disability: 1) a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment.

PROGRAM TERMINOLOGY

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this Affirmative Action Plan, are terms Eau Claire County is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although Eau Claire County will use the terms in total good faith in connection with its Affirmative Action Plan, such use does not necessarily signify that the Company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate Eau Claire County's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this Affirmative Action Plan. Such statistics and geographic areas will be used, however, in total good faith with respect to this Affirmative Action Plan.

The grouping of job titles into a given job group does not suggest that Eau Claire County believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e)(2).

This Affirmative Action Plan is not intended to create any contractual or other rights in any person or entity.

RELIANCE ON EEOC'S GUIDELINES

Although Eau Claire County does not believe any violation of Title VII of the Civil Rights Act exists, it has developed this Affirmative Action Plan in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

REPORTING PERIOD

This Affirmative Action Plan is designed to cover the following reporting period,

- Affirmative Action Plan implementation period: January 1, 2017 through December 31, 2017
- Transaction period: January 1, 2016 – December 31, 2016

STATEMENT OF PURPOSE FOR PARTS I AND II

This Affirmative Action Plan has been designed to bring women and men, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of Eau Claire County's workforce in proportion to their representation in the qualified relevant labor market.

The Affirmative Action Plan, therefore, is a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through the equal treatment of all people.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, Eau Claire County is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the Affirmative Action Plan. Furthermore, in determining Eau Claire County's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the Affirmative Action Plan, however, all have one common purpose—to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the Affirmative Action Plan.

EAU CLAIRE COUNTY

2017

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

FOR

2017

PART I

AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

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PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

CHAPTER 1: ORGANIZATIONAL PROFILE

41 C.F.R. § 60-2.11

Workforce Analysis/Lines of Progression

Eau Claire County conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated December 31, 2016.

Job titles are listed by organizational unit. Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, Eau Claire County identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of employees who are White, Black, Hispanic, Asian, American Indian or Alaskan Native employees, Native Hawaiian or Pacific Islander, and Two or More races, and the male and female employees within each of these race/ethnic groups.

Lines of Progression

Developed in conjunction with the workforce analysis is information on Eau Claire County's lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. These are the departments which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

See the *Workforce Analysis/Lines of Progression* for the results per organizational unit.

CHAPTER 2: JOB GROUP ANALYSIS

41 C.F.R. § 60-2.12

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the comparison of incumbency to availability and for setting goals. There were several reasons for grouping jobs.

Many job titles are so similar in content that handling them individually in the Affirmative Action Plan is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability. For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical. Also, many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless—as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people. Consequently, goals established to correct problem areas are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. Ideally, if a job group is identified as containing a problem area, it should be large enough that a goal of a least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.

Eau Claire County did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS
41 C.F.R. § 60-2.13

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of December 31, 2016.

See the *Job Group Analysis* for the listing of the job titles and the associated race and gender headcounts per job group.

CHAPTER 4: DETERMINING AVAILABILITY

41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at Eau Claire County for a given job group in the relevant labor market during the life of the Affirmative Action Plan. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if Eau Claire County's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas or areas of deficiency, and establish goals to correct the problems.

Steps in Comparison of Incumbency to Availability

Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2010 Census of Population.
 - A. Local labor area: ***Employee Zip Code***
 - B. Reasonable labor area: ***National Data***

See the ***Zip Code Analysis*** report for the counties included in the local labor area.

Note: Zip code analysis results only apply to job groups where populated census data is available.

2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. See the ***Internal Availability Analysis*** for more detail.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights. Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.¹

See the ***Availability Analysis*** for the availability breakdown for each job group.

CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY
41 C.F.R. § 60-2.15

Once final availability estimates were made for each job group, Eau Claire County compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of December 31, 2016 and that group's final availability.

See the *Comparison of Incumbency to Availability* for the results per job group.

CHAPTER 6: PLACEMENT GOALS
41 C.F.R. § 60-2.16

Eau Claire County has established an annual percentage placement goal whenever it found that minority or female representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for women and/or minorities, as appropriate for that job group. These goals take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. Goals are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AFFIRMATIVE ACTION PLAN work. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of our action-oriented programs (see Chapter 9). Selections will occur only from among qualified applicants. Goals do not require the hiring of a person when there are no vacancies or the hiring of a person who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified"), under valid selection procedures. Goals do not require that Eau Claire County hire a specified number of minorities or women.

A goal is a guidepost against which Eau Claire County, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Eau Claire County's workforce. By setting realistic goals, Eau Claire County should be able to meet the goals, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female applicants.

CHAPTER 7: DESIGNATION OF RESPONSIBILITY
41 C.F.R. § 60-2.17(a)

As part of its efforts to ensure equal employment opportunity to all individuals, the County Administrator has the ultimate power and overall responsibility to implement and achieve equal employment opportunity and to ensure the Affirmative Action Plan focuses on all components of the employment system in all departments of Eau Claire County. To that end, the Committee on Human Resources, the County Administrator, the Human Resources Director, the Affirmative Action Officer, and those employed as supervisors and managers have undertaken the responsibilities described below.

County Board of Supervisors and County Administrator

The County Board of Supervisors and the County Administrator have the ultimate power and overall responsibility to implement and achieve equal employment opportunity and the affirmative action program in all departments of Eau Claire County through the Affirmative Action Plan and other methods.

Committee on Human Resources

The Committee on Human Resources will have the following duties and responsibilities for implementing affirmative action programs and ensuring equal employment opportunity in employment and service delivery.

1. Review all periodic progress reports of the Affirmative Action Officer as required in the Affirmative Action Plan.
2. Conduct due process hearings on any grievances alleging discrimination based on age, race, creed, color, physical disability, mental disability, marital status, pregnancy, sex, national origin, religious, ancestry, sexual orientation, use or nonuse of lawful products off the employer's premises during nonworking hours, genetic testing, gender identity or expression, political affiliation, arrest or conviction record, veterans' status or membership in the national guard, state defense force or any other reserve component of the military forces of the United States or this state, or any other illegal non-merit factors in County employment or service delivery and report its findings to the County Board Chair and County Administrator. The Human Resources Director, Affirmative Action Officer, and Corporation Counsel, or designees, will be present at all hearings to provide technical assistance and to ensure due process.
3. Review reports of non-adherence to policies and procedures established to ensure compliance with equal employment opportunity and affirmative action, recommend actions to remedy such situations, and provide other such support as needed.
4. Conduct all committee meetings and transactions in a manner which supports equal employment opportunity and affirmative action and provides for job-related, fair, and

equal treatment for all employees and applicants for employment.

5. To carry out these duties and responsibilities, all members of the Committee on Human Resources will be required to participate in training sessions on equal employment opportunity legal requirements and affirmative action programs, policies, and procedures.

County Administrator

The primary responsibility and accountability for implementing the Affirmative Action Plan rests with the County Administrator. This person is responsible, through the Human Resources Director and the Affirmative Action Officer, for adherence to Eau Claire County's policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring Eau Claire County's Affirmative Action Plan. Ensure that these personnel are identified in writing by name and job title.
2. Ensure that those designated personnel responsible for all Affirmative Action Plan components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Impart the personal direction that ensures total involvement and commitment to equal employment opportunity programs through Eau Claire County's Affirmative Action Plan.

Human Resources Director

The Human Resources Director is responsible for overall supervision of the Affirmative Action Plan. The Human Resources Director ensures, through the Affirmative Action Officer and department managers and supervisors that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the Human Resources Director's effective work performance. The Human Resources Director's responsibilities include, but are not limited to, the following:

1. Ensure that Eau Claire County adheres to the stated policy of equal employment opportunity, and develops and maintains all Human Resources directives and policies in a manner that is consistent with the application of equal employment opportunity policies
2. Will appoint an Affirmative Action Officer with a commitment to equal employment opportunity and affirmative action goals and supportive of a sound Human Resources system.
3. Will inform and consult with the Affirmative Action Officer on matters affecting the responsibilities of that position and will advise and assist that position as necessary to achieve the equal employment opportunity and affirmative action goals of the County.

4. Ensure that the Affirmative Action Plan is reviewed and updated annually in accordance with 3.10.030 of the Eau Claire County Code of General Ordinances.
5. Participate in periodic discussions with the County Administrator, department heads, supervisors, and all other employed personnel to ensure Affirmative Action Plan and equal employment opportunity policies are being followed. Recommend to the County Administrator remedial actions for department heads or supervisory staff not complying with County equal employment opportunity and affirmative action policies and procedures.
6. Review the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
7. Periodically review the County's classification system and procedures, benefit packages, leave policies, training and career development programs, and other employment practices to ensure that all such practices conform with current legal and regulatory requirements and the provisions of this Plan; and
8. Review all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensure that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
9. Conduct periodic audits of the following programs or areas:
 - A. Training programs and hiring and promotion patterns to remove impediments to the attainment of Affirmative Action Plan goals and objectives;
 - B. Facilities to ensure they are maintained for the use and benefit of all employees and integrated both in policy and practice; and
 - C. Sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.
10. Ensure that all new employees receive a special orientation to Eau Claire County's equal employment opportunity policy and are thoroughly informed with regard to the Affirmative Action Plan and its objectives.
11. Ensure that recruitment advertising is placed in minority and female-oriented publications, as applicable.
12. Maintain all central personnel records in a manner consistent with applicable employment practice laws and regulations and the requirements of this Plan

Affirmative Action Officer

The Affirmative Action Officer is responsible for ensuring the directives of the County Administrator and Human Resources Director are implemented. The Affirmative Action Officer's duties include, but are not limited to, the following:

1. Provide direction to Eau Claire County's employees, as necessary, to carry out all actions required to meet the Company's equal employment opportunity and affirmative action commitments.
2. Review, report on, and update Eau Claire County's Affirmative Action Plan at least on an annual basis in accordance with stated policy.
3. Responsible for the design and effective implementation of the Affirmative Action Plan at all establishments.
4. Develop, implement, and maintain audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will indicate the need for remedial action and determine the degree to which goals and objectives have been obtained.
5. Periodically analyze applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.
6. Preparation of all government reports required with regard to equal opportunity in employment and service delivery in the county and to the operations of the Affirmative Action Plan.
7. Advise management in the modification and development of Eau Claire County's policies and programs to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
8. Conduct periodic audits to ensure all required posters and those advertising Eau Claire County's equal employment opportunity policies and Affirmative Action Plan are displayed and that Eau Claire County's equal employment opportunity and Affirmative Action Plan policies are being thoroughly communicated.
9. Assist in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.
10. Serve as liaison between Eau Claire County and enforcement agencies.
11. Serve as Eau Claire County representative to committees, organizations, and groups concerned with employment opportunities for minorities and women, covered veterans, and for persons with disabilities.

12. Receipt and investigation of allegations of discrimination, sexual harassment, and other impermissible actions under equal opportunity, affirmative action, or civil rights compliance laws and regulations: investigations will be conducted in accordance with procedures established through joint agreement with the County Administrator, Corporation Counsel, the Human Resources Director, and the Affirmative Action Officer.
13. Identification of recruitment resources capable of producing qualified women, minorities, covered veterans, and persons with disabilities for employment by the County, particularly in areas where underutilization is identified.
14. Ongoing monitoring of County employment practices and related documents (such as job descriptions, application forms, job announcements) to ensure that all personnel activities which are discriminatory are eliminated or modified.
15. Meet with department heads and supervisors to assist in development of affirmative action programs to establish and achieve specific goals and make certain that Eau Claire County's programs are being followed.
16. Keeping department heads and supervisors informed of the latest developments in affirmative action/equal employment opportunity areas.

Managers and Supervisors

In their direct day-to-day contact with Eau Claire County's employees, managers and supervisors have assumed certain responsibilities to help the Company ensure compliance with equal employment opportunity programs and effective implementation of the Affirmative Action Plan. These include, but are not limited to, the following:

1. Aggressively adhere to Eau Claire County's equal employment opportunity and affirmative action policy.
 - A. Support and assist the Human Resources Director and Affirmative Action Officer in developing, maintaining, and successfully implementing the Affirmative Action Plan.
 - B. Complete progress reports regarding the status of goal achievement.
 - C. Take action to prevent harassment of employees placed through affirmative action efforts.
2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.

3. Ensure that all interviews, offers of employment and/or wage commitments are consistent with Eau Claire County's policy.
4. Implement the internal promotion and transfer of all employees under their supervision consistent with Affirmative Action Plan goals and objectives.
5. Submit related reports and documentation on employment decisions as required by the Human Resources Director or Affirmative Action Officer
6. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.
7. Departments receiving funding from state and federal agencies or grants may be required to prepare civil rights compliance reports for equal opportunity in service delivery. Preparation of such reports is the responsibility of the Affirmative Action Officer, in consultation with the respective departments; maintenance of required statistics regarding demographic characteristics of the population served through these funded programs are the responsibility of the affected department.

CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS
41 C.F.R. § 60-2.17(b)

Terminology

The phrases “comparison of incumbency to availability,” and “problem area” appearing in this chapter are terms EAU CLAIRE COUNTY is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although EAU CLAIRE COUNTY will use the terms in good faith in connection with its AFFIRMATIVE ACTION PLAN, such use does not necessarily signify the company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e).

In addition to comparing incumbency to availability within job groups, Eau Claire County has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). Eau Claire County will continue to monitor and update these studies during each Affirmative Action Plan year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this Affirmative Action Plan.

Goals are established within each of the job groups at no less than the current availability data for the job group.

41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the *Workforce Analysis*.

An analysis of minority and female utilization within each job group was accomplished by a thorough investigation of the *Comparison of Incumbency to Availability* reports.

41 C.F.R. § 60-2.17(b)(2): Personnel Activity

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data.

See the *Summary of Personnel Transactions Report* for each job group.

41 C.F.R. § 60-2.17(b)(3): Compensation Systems

Compensation analyses were conducted by comparing the salaries for men v. women, and whites v. minorities in each job title/job group.

CHAPTER 9: ACTION-ORIENTED PROGRAMS
41 C.F.R. § 60-2.17(c)

Eau Claire County tailors our action-oriented programs each year to ensure they are specific to the problem identified.

Action-Oriented Program:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the Affirmative Action Plan year. The Human Resources Director, with the help of the managers, will be responsible in ensuring that the following are implemented.

Recruitment:

Eau Claire County will continue to place advertisements on job opportunities through local job service offices such as Wisconsin JobNet website with links to community organizations. The local job service office will be notified concurrent with the placement on the county website.

1. Due to the extensive technical education and experience required for some positions, Eau Claire County will also continue to place job opportunity announcements in the company website, and professional organizations when appropriate.
2. Eau Claire County will continue to place an advertisement with Career Services for campus recruiting.
3. Advertisements will always carry the Equal Employment Opportunity clause.
4. Applicants must apply for a specific position for which the County is recruiting by completing the proper County application form and follow protocol regarding submission of the application.
5. Minority and female applicants will be considered for all positions for which they are qualified.
6. Eau Claire County may participate in job fairs if there are sufficient numbers of openings to warrant participation.
7. Human Resources staff will screen candidate applications to certify only those candidates meeting the stated basic qualifications are certified as an applicant and considered by the appointing authority.
8. Selection methods and recruitment documents including job-related skills tests, interview questions, and ranking sheets are evaluated by Human Resources Advisors for disparate impact to ensure that they are job related and consistent with business necessity prior to releasing qualified candidate application materials to the appointing authority. The

Human Resources Department provides assistance as necessary to correct any deficiencies and is held responsible for final approval of the selection tools used.

9. Interview panels are utilized for all vacant positions and consist of at least two employees including the position's supervisor or department head.
10. An Affirmative Action compliance review is completed before an appointment is finalized. The review is made on the completed recruitment statistics and interview records to confirm the recruitment process was completed and the employment decision was not made to disadvantage the members of a race, sex or ethnic group. Records are retained of those who were considered for the position.
11. The County will continue to employ co-op students who work during the summer and part-time during the school year. Many of these students are referred by the several colleges and universities, such as University of Wisconsin-Eau Claire, University of Wisconsin-Stout, Globe University, and Chippewa Valley Technical College.
12. Eau Claire County will continue to publish recruiting brochures where minority and female members of the workforce are included, as well as in other County literature.

Job Specifications/Selection Process:

1. Develop job descriptions that accurately reflect job duties and functions, and are consistent for the same or similar positions throughout Eau Claire County.
2. Develop job descriptions that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop descriptions that are free from bias with regard to age, race, color, religion, national origin, disability or veteran status.
3. Job descriptions are reviewed prior to the beginning of recruitment to determine that duties listed are current and contain basic qualifications that are job-related to academic, experience, and skill requirements.
4. Approved job descriptions will be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.
5. Eau Claire County will continue to use only job descriptions that include job-related criteria.
6. Eau Claire County will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.

Job Advancement:

1. Eau Claire County will continue to post a notice or announce job opportunities. Eau Claire County's Recruitment & Selection Policy requires notices of all regular vacant jobs.
2. Require supervisory personnel to submit justification when apparently qualified minority or female employees are passed over for upgrading.
3. Review seniority practices to ensure such practices are non-discriminatory and do not have discriminatory effect.
4. All employees are actively encouraged to participate on various committees and Eau Claire County-sponsored social and recreational activities.
5. Eau Claire County will continue to use our formal employee evaluation program. The performance appraisal is used for annual reviews for all employees.
6. Employees are provided opportunity to attend training programs to increase their knowledge, proficiency, ability and skills.

CHAPTER 10: INTERNAL AUDIT AND REPORTING
41 C.F.R. § 60-2.17(d)

Inherent in the AFFIRMATIVE ACTION PLAN is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record keeping systems on applicants, employees, and components of the Affirmative Action Plan itself. Periodic reports from supervisors, department managers, the Human Resources Director, and other relevant persons are required.

The objective of all record keeping systems to be implemented is to assess the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the Plan as a whole. In addition, a further objective is to identify the proper corrective actions to be made to all components.

In order to fully achieve the objectives of such a record keeping system, the results of it must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the record keeping system itself, through appropriate recognition of personal achievements as well as punitive actions for discriminatory acts. For any identified deficiencies, appropriate corrective action will be identified and implemented.

The records that are maintained are the basis for updating the affirmative action plan, including revising the availability data and establishing annual numerical goals. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs and affirmative action efforts.

The Eau Claire County auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The Human Resources Director:

1. Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
2. Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;
3. Reviews report results with all levels of management; and
4. Advises top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

EAU CLAIRE COUNTY

**PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND
INDIVIDUALS WITH DISABILITIES**

FOR

January 1, 2017-December 31, 2017

PART II

AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

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CHAPTER A: POLICY STATEMENT
41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

It is the policy of Eau Claire County and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. Eau Claire County does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, Eau Claire County is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. Eau Claire County will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal

regulations, but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or an individual with disability. Eau Claire County's EEO policy and affirmative action obligations include the full support from County Administrator, Kathryn Schauf.

Eau Claire County will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the Affirmative Action Plan, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in company-sponsored activities were extended to all employees and applicants.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact our Affirmative Action Officer. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with our Affirmative Action Officer.

(Signature)

Kathryn Schauf
County Administrator

January 1, 2017

CHAPTER B: REVIEW OF PERSONNEL PROCESSES
41 C.F.R. §§ 60-300.44(b); 60-741.44(b)

To ensure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known protected veterans and employees and applicants with disabilities, reviews are periodically made of the Company's examination and selection methods to identify barriers to employment, training, and promotion.

1. Eau Claire County periodically conducts a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of 1) known protected veteran applicants and employees; and 2) applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available. In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known protected veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a protected veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
2. The company ensures that its personnel processes do not stereotype individuals with disabilities or protected veterans in a manner which limits their access to jobs for which they are qualified.

CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS
41 C.F.R. §§ 60-300.44(c); 60-741.44(c)

To ensure that all physical and mental qualifications and requirements are job-related and promote equal employment opportunity for all known protected veterans and employees and applicants with qualified disabilities, reviews are periodically made of the Company's physical and mental qualifications and requirements as they relate to employment, training, and promotion.

The Company's physical and mental job requirements are reviewed to determine whether or not they are job-related and consistent with business necessity and safe performance on the job.

Schedule for Reviews:

1. Classifications are reviewed prior to the beginning of recruitment to verify that basic qualifications are job-related to business necessity and safe performance on the job.
2. Any previously reviewed classification will be reviewed again if there is a change in working conditions which affects the job's physical or mental requirements (e.g., new requirements, new equipment, etc.)
3. As new job qualification requirements are established.
4. Are consistent between positions having the same job titles or having substantially the same job duties
5. Be reviewed for possible modifications to afford employment to individuals who identify themselves as having disabilities, in accordance with established legal criteria
6. With the creation of new positions, are job-related, reasonable, and do not tend to discriminate against minorities or females nor create artificial barriers for recruitment or promotion opportunities.

**CHAPTER D: REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL
LIMITATIONS**

41 C.F.R §§ 60-300.44(d); 60-741.44(d)

Eau Claire County will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities or who are disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. Eau Claire County will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: 1) the employee is having significant difficulty with job performance, and 2) it is reasonable to conclude that the problem is related to the known disability.

Employees may review the ADA Accommodations Policy in the Employee Policy Manual for the procedure to request reasonable accommodation and also contact the following at any time to formally request an accommodation:

Jill Mangus, Affirmative Action Officer
Human Resources Advisor
715-839-7335
jill.mangus@co.eau-claire.wi.us

CHAPTER E: HARASSMENT
41 C.F.R. §§ 60-300.44(e); 60-741.44(e)

Eau Claire County has developed and implemented a set of procedures to ensure that its employees with disabilities and protected veterans are not harassed due to those conditions. The County's policy on sexual harassment is found in Policy 705 of the Employee Policy Manual, which includes a section prohibiting harassment of individuals with disabilities or protected veterans is available for distribution to new as well as to existing employees.

Employees may review Policy 705 - Harassment and Discrimination found in the Employee Policy Manual for guidance and direction to maintain a healthy work environment free from sexual harassment and other unlawful harassment and discrimination based on sexual, racial, age-based, religious, ethnic, disability, family status, and other forms of legally impermissible harassment or discrimination of any employee or applicant for employment.

Procedures for reporting, investigating, and resolving complaints of harassment, discrimination and retaliation are also included. Anyone who has any questions or concerns about these policies may talk with the director or Affirmative Action Officer.

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**CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND
POSITIVE RECRUITMENT**
41 C.F.R. §§ 60-300.44(f); 60-741.44(f)

Based upon the County's review of its personnel policies as described in Chapter B, the following activities will be implemented or continued to further enhance our affirmative action efforts. All activities are the responsibility of the Affirmative Action Officer.

1. The policy is published on the Eau Claire County Website
2. Initiate and maintain communication with organizations having special interests in the recruitment of and job accommodations for covered veterans and individuals with disabilities.
3. Include workers with disabilities when employees are pictured in consumer, promotional, or help wanted advertising.
 - A. Prospective employees are informed of the existence of the county's Equal Employment Opportunity Policy.
 - B. Applicants for employment and recipients of County services will be advised of their right
4. List with the Job Center of Wisconsin job openings.
 - A. The exemptions for posting jobs are when positions are positions that will be filled from within Eau Claire County
 - B. Positions lasting three days or less
 - C. This is an on-going activity. A listing of job opportunities reported to the Job Center of Wisconsin is always kept current.
5. Applicants for employment and recipients of County services will be advised of their right to file discrimination complaints and of reasonable accommodation policies for persons with disabilities.

CHAPTER G: INTERNAL DISSEMINATION OF POLICY
41 C.F.R. §§ 60-300.44(g); 60-741.44(g)

In order to gain positive support and understanding for the affirmative action program for covered veterans and individuals with disabilities Eau Claire County will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Affirmative Action Officer. The following policies and procedures are designed to foster support and understanding from Eau Claire County's executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid Eau Claire County in meeting its obligations.

1. Include the policy in the Eau Claire County's Employee Policy Manual and other in-house publications.
2. Conduct special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation, making clear the County's attitude.
3. Discuss the policy thoroughly in both employee orientation and management training programs.
4. Inform union officials of Eau Claire County's policy, and request their cooperation.
5. Include non-discrimination clauses in all union agreements, and review all contractual provisions to ensure they are non-discriminatory.
6. Post the policy on County's Human Resources Intranet website, along with the County harassment policy which includes protection from harassment on the basis of disability.
7. When employees are featured in employee handbooks or similar publications for employees, include employees with disabilities.

CHAPTER H: AUDIT AND REPORTING SYSTEM
41 C.F.R. §§ 60-300.44(h); 60-741.44(h)

Eau Claire County has developed and currently implements an audit and reporting system that addresses the following:

1. Measures the effectiveness of Eau Claire County's overall affirmative action program and whether the company is in compliance with specific obligations.
2. Indicates the need for remedial action.
3. Measures the degree to which Eau Claire County's objectives are being met.
4. Whether there are any undue hurdles for individuals with disabilities and protected veterans regarding company sponsored educational, training, recreational, and social activities.

CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION
41 C.F.R. §§ 60-300.44(i); 60-741.44(i)

As part of its efforts to ensure equal employment opportunity to protected veterans and individuals with disabilities, Eau Claire County has designated specific responsibilities to various staff to ensure the Affirmative Action Plan focuses on all components of the employment system. To that end, the County Administrator, Human Resources Director, Affirmative Action Officer, and those employed as supervisors and managers have undertaken the responsibilities described below.

County Administrator

The County Administrator is responsible for providing top management support for the Company's Affirmative Action Plan. Additional responsibilities include, but are not limited to:

1. Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the County's Affirmative Action Plan. Ensuring that these personnel are identified in writing by name and job title.
2. Ensuring that designated personnel responsible for all Affirmative Action Plan components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Imparting the personal direction that ensures total involvement and commitment to equal employment opportunity programs through Eau Claire County 's Affirmative Action Plan.

Human Resources Director

The Human Resources Director is responsible for overall supervision of the Affirmative Action Plan. The Human Resources Director ensures, through the Affirmative Action Officer and department managers and supervisors, that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the Human Resources Director's effective work performance. The Human Resources Director's responsibilities include, but are not limited to, the following:

1. Presenting all needed recommendations and procedural changes to Senior Management concerning EEO and affirmative action and ensuring that Senior Management is kept informed of the Company's compliance status.
2. Maintaining Company-wide management support and cooperation for the Company's Affirmative Action Plan.
3. Collaborating with Senior Management on EEO and Affirmative Action Plan issues.
4. Assisting line management in arriving at solutions to EEO/AA problems.

5. Reviewing results of audit and reporting systems to assess the effectiveness of the County's Affirmative Action programs and to direct corrective actions where necessary.
6. Ensuring that the Affirmative Action Plan is updated annually for all establishments.
7. Providing guidance to managers and supervisors in taking proper action to prevent employees from being harassed in any way, through one-on-one contact, training, and disciplinary action.
8. Providing guidance and direction to the Affirmative Action Officer.
9. Ensuring that relevant staff, (i.e., Affirmative Action Officer, managers, and supervisors) are aware that their work performance is being evaluated in part on the basis of their equal employment opportunity efforts and results.
10. Reviewing the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
11. Conducting periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of Affirmative Action Plan goals and objectives, and 2) the County's sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination. Determine whether known protected veterans and employees with disabilities have had the opportunity to participate in all County-sponsored educational, training, recreation and social activities.
12. Reviewing all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.

Affirmative Action Officer

The Affirmative Action Officer is responsible for ensuring that the directives of the County Administrator and Human Resources Director are implemented. The Affirmative Action Officer's duties include, but are not limited to, the following:

1. Providing direction to the County's employees, as necessary, to carry out all actions required to meet the County's equal employment opportunity and affirmative action commitments.
2. Responsible for the design and effective implementation of the Affirmative Action Plan at all establishments.

3. Developing, implementing, and maintaining audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will
 - A. Indicate need for remedial action,
 - B. Determine degree to which goals and objectives have been obtained.
4. Advising management in the modification and development of the County's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
5. Identifying problem areas and establishing procedures, goals and objectives to solve these problems.
6. Providing guidelines in the development, preparation, and implementation of career counseling programs for known protected veterans and employees with disabilities.
7. Eau Claire County conducts periodic audits to ensure that all required posters and the equal employment opportunity policies and Affirmative Action Plan are displayed properly. Eau Claire County also conducts audits to ensure that the Invitation to Self-Identify (pre and post offer) for protected veterans and individuals with disabilities, the Company's equal employment opportunity, and Affirmative Action Plan policies are being utilized appropriately and thoroughly communicated.
8. Developing policy statements, affirmative action programs, internal and external communication techniques.
9. Assisting line management in arriving at solutions to problems.
10. Serving as the liaison between Eau Claire County and enforcement agencies.
11. Serving as the liaison between Eau Claire County and organizations and community action groups for protected veterans and individuals with disabilities, in addition to ensuring that representatives are involved in community service programs of local organizations for protected veterans and individuals with disabilities.
12. Keeping management informed of the latest developments in the equal employment opportunity area.
13. Reviewing, reporting on, and updating the Affirmative Action Plan annually in accordance with stated policy. Informing employees and applicants of significant changes.
14. Working closely with the Human Resources Director and department managers and supervisors in coordinating the effective implementation of all identified affirmative actions.

15. Assisting in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.
16. Responsible for ensuring overall the County's compliance with the Affirmative Action Plan.

Managers and Supervisors

In their direct day-to-day contact with the County's employees, managers and supervisors have assumed certain responsibilities to help Eau Claire County ensure compliance with equal employment opportunity programs and effective implementation of the Affirmative Action Plan. These include, but are not limited to the following:

1. Aggressively adhering to the County's equal employment opportunity policy.
2. Supporting and assisting the Human Resources Director and Affirmative Action Officer in developing, maintaining, and successfully implementing the Affirmative Action Plan.
3. Completing progress reports regarding the status of affirmative action programs.
4. Taking action to prevent harassment of employees placed through affirmative action efforts.
5. Assigning employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
6. Ensuring that all interviews, offers of employment and/or wage commitments are consistent with the Company's policy.
7. Implementing the internal promotion and transfer of all employees under their supervision consistent with Affirmative Action Plan goals and objectives.
8. Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.
9. Seeking and sharing information on feasible accommodations which have been or could be made for known disabilities.

CHAPTER J: TRAINING
41 C.F.R. §§ 60-300.44(j); 60-741.44(j)

Eau Claire County trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or protected veterans to ensure commitment to the company's stated Affirmative Action goals.

CHAPTER K: DATA COLLECTION ANALYSIS
41 C.F.R. §§ 60-300.44(k); 60-741.44(k)

Eau Claire County has adopted the current national percentage of veterans in the civilian labor force of 7.0% as its hiring benchmark for protected veterans. Eau Claire County will update its hiring benchmark as new data is published and updated via the OFCCP's website. The 7.0% hiring benchmark is applied to each job group within Eau Claire County.

Eau Claire County also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. Eau Claire County will update its utilization goal as new data becomes available, updated and published. The 7.0% utilization goal is applied to the entire workforce within Eau Claire County.

Goals and/or benchmarks do not require that Eau Claire County hire, promote, train, and/or retain a specified number of individuals with disabilities and/or protected veterans. These goals/benchmarks are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire Affirmative Action Plan work. A goal is a guidepost against which Eau Claire County, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Eau Claire County's workforce.

Eau Claire County has collected the required data and conducted studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. Eau Claire County will continue to monitor and update these studies periodically during each Affirmative Action Plan year. In each case where the hiring benchmark for protected veterans and/or the utilization goal for individuals with disabilities are not met, affirmative actions, as appropriate, will be taken consistent with the activities mentioned in Chapter F (External Dissemination of Policy and Outreach and Positive Recruitment) and measures described in Chapter H (Internal Audit and Reporting) of this Affirmative Action .

See the *Hiring Benchmark and Utilization Goals Analyses*.

CHAPTER L: COMPENSATION
41 C.F.R. §§ 60-300.21(i); 60-741.21(i)

It is the policy of Eau Claire County that when offering employment or promotion to protected veterans or individuals with disabilities, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from another source.