

# Personnel Notebook

## For Your Most Important Resource—The Human Resource

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## AFFIRMATIVE ACTION PROGRAMS

### Part III. The Forms

Government forms, ah, don't we just love them? Actually there are no government forms for Affirmative Action Programs (AAPs) and for most people that's a mystery. As much as Uncle Sam loves forms, and as complicated as AAPs can be, why haven't we been smothered in AAP forms?

Here's the rationale. Even though you are required by law to produce AAPs when you are granted a federal contract, the concept is that the AAP is totally voluntary on your part. If you don't want the contract, you don't have to create the AAP! So it's voluntary, and everything you offer or want to do is determined by you. You are not being forced or required to do anything. If the government mandates what you are to do and how you must do it, then it's hardly voluntary. Supplying you with specific forms makes it appear that you are being told how and what to do. So we, at HRA, have created a set of forms to make the process easier. In our previous *Personnel Notebook* (Part II), we explained the forms' use. In this, the final section on AAPs, we provide the forms with a minimum explanation.

The forms you need are:

- Workforce Analysis
- Job Group Analysis
- Availability Factors
- Utilization Analysis

A few notes will accompany each form. Minor changes in the form to accommodate your needs probably won't hurt.

#### 1. Workforce Analysis

Replace our name (HRA) with yours and change the year as needed. You can write in each person's salary or salary codes. The end result must be that

you and Uncle Sam can both see how women and minorities are compensated compared to others.

Show all employees ranked from top to bottom in the company hierarchy. Show the total number of employees with each job title. Indicate how many are male, how many female, how many are white male and white female, how many are minorities broken down by the listed categories (B=Black, HISP=Hispanic, API=Asian/Pacific Islander, AI=American Indian or Alaskan Native). Then list the total numbers. Identify the whole company. Then total everything across and down.

#### II. Job Group Analysis

List all employees as before. Here you rank them into job groups with actual titles identified. In the totaling across and down, show each as a percent of the total. As a result of changes made by the federal government in 2001 you may, if you choose, use your own job categories instead of the nine EEO categories listed in Part II.

#### III. Availability Factor Form

Create one of these for each job category. Fill in the job group title (Officials & Managers, Technicians, etc.), recruiting area (your metro area upon which you have collected your labor market statistics). Using the demographic statistics you have obtained (from your city's employment service or the census information you have purchased) you must identify the percentage of available women and minorities in each of your company's job categories. Note: the demographics study you purchase is not only more accurate, but covers more job categories than the free one you obtain from your city. If you cannot locate a specific job category in your demographic information, you can calculate the number by combining the statistics of the various

jobs they do report. For example, a driver mechanic will not be shown in your demographics. So you may determine that your employee is 40% driver and 60% mechanic. Combine those two figures to obtain a mathematical mix. Put that percentage in each of the eight categories on the report form.

Note: As a result of changes made in 2001, you can now, if you choose, combine the first five categories into one new category and identify it as the outside source. You can then combine the next three and identify them as inside sources. Then under "factor weight" identify the sources from which you intend to recruit minorities and women. You can put that estimate in as a percentage on each of the eight categories or you can use just the two categories (inside or outside). As an example, you could say that 80% of your recruiting will be done outside the company and 20% inside. Write these as percentages in the factor weight column. Then calculate across and down (multiply the factor weight times each of the percentages identified and total them at the bottom).

#### **IV. Utilization Analysis**

Complete one of these for each job category. Identify each job group and the time period covered (for example, April 2001 to March 2002). List the total number of employees now employed by sex and race.

Insert the percentage of females and minorities currently employed in each column (obtain from job group analysis). Insert the percentage of females and minorities available for hire in each column (obtain from availability factor form). From that, calculate the number of minorities and females you are targeting to recruit in the coming year. Do you intend to recruit them all in the coming year or possibly 50% this year and the rest later? Put that percentage on line six. Show the total number of minorities you expect to see in this category at the end of the next AAP year on line 10. Line 11 through 15 are used to keep track of the results as the year progresses.

As previously explained in Part II, you then proceed to write the summary and the specific affirmative actions you intend to take to successfully complete this program.

The lines not discussed are generally self explanatory. However, if you are not familiar with HR or affirmative action concepts, you may still find creating the program difficult.

Keep this in mind: even if you do not follow every specific item as detailed, using these forms and the overall concepts will do the job. Those overall concepts again are:

- Analyze your workers for percentage of minorities and females in each job category.
- Identify the availability of minorities and females in your labor market (recruiting area) in your job categories.
- Identify the difference. Are there more available than what you have?
- Identify the numbers of minorities and females you are "underutilizing" in each category.
- State how you intend to resolve those differences, if any.

This is all doable, particularly now that these forms are available. But it's not easy. It was purposefully designed to be complicated and difficult because the federal government (OFCCP) wants you to discuss these issues, debate them, make you think about the problem, struggle over the issues and the solutions. And they were certainly successful.

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# AVAILABILITY FACTOR FORM

Recruiting Area For Job Group: \_\_\_\_\_

Job Group: \_\_\_\_\_

Primary Labor Area: \_\_\_\_\_

	RAW DATA						Factor Weight	WEIGHTED DATA						Source Of Statistics	Reason For Weighting Factor
	B	H	API	AI	TM	F		B	H	API	AI	TM	F		
1. Percentage of minorities and women <u>in population</u> surrounding facility.															
2. Percentage of minorities and women <u>unemployed</u> in area surrounding facility.															
3. Percentage of minorities and women <u>in the civilian labor force</u> in immediate area.															
4. Percentage of those qualified in this category living in the <u>immediate area labor market</u> who are minorities and women.															
5. Percentage of those qualified in this category living in a <u>reasonable recruitment area</u> who are minorities and women.															
6. Percentage of those within the company who are minorities and women and <u>promotable or transferable</u> to this category.															
7. Percentage of those at <u>institutions providing training</u> in requisite skills who are minorities and women.															
8. Percentage of those in the company who are minorities and women and whom <u>contractor can train</u> in requisite skills.															
	FINAL AVAILABILITY (%)						100%								

B= Black  
 H= Hispanic  
 API= Asian/Pacific Islander  
 AI= American Indian  
 TM= Total Minorities  
 F= Female

## UTILIZATION ANALYSIS

EEO-1 CATEGORY:	JOB GROUP:		JOB TITLES INCLUDED:			TIME PERIOD COVERED:			
						FROM:	TO:		
ITEMS	TOTAL	TOTAL MALE	TOTAL FEMALE	TOTAL MINORITY	BLACK	HISPANIC	ASIAN/PACIF. ISLANDER	AMERICAN INDIAN	
1. NUMBER OF EMPLOYEES AT START OF PERIOD									
2. PERCENT OF FEMALES/MINORITIES IN JOB GROUP									
3. JOB GROUP AVAILABILITY RATE									
4. UNDERUTILIZED NUMBER									
5. ULTIMATE GOAL (%) FOR FEMALES/MINORITIES (#1 + #4):									
6. ANNUAL PLACEMENT RATE PERCENT									
7. NUMBER OF ANTICIPATED OPENINGS AT START OF AAP YEAR									
8. ANTICIPATED NUMBER OF EMPLOYEES AT END OF PERIOD									
9. DESIRED NUMERICAL NET CHANGES - FEMALES/MINORITIES									
10. ANTICIPATED PERCENT OF FEMALES/MINORITIES AT END OF PERIOD									
11. ACTUAL NUMBER OF EMPLOYEES AT END OF PERIOD									
12. NET INCREASE NET DECREASE									
13. ACTUAL % OF FEMALES/MINORITIES IN JOB GROUP AT END OF PERIOD									
14. ACTUAL NUMBER OF OPENINGS DURING THE PERIOD									
15. ACTUAL PLACEMENT RATE PERCENT									
<p>A. FILL OUT ITEMS 1 THROUGH 10 AT THE START OF THE AAP YEAR</p> <p>B. FILL OUT ITEMS 11 THROUGH 15 QUARTERLY TO ASSESS PROGRESS DURING AAP YEAR</p>									