Affirmative Employment Plan

The Affirmative Employment Plan has identified specific procedures to strengthen the outcomes of recruitment, selection and hiring processes in University of Missouri Extension. This plan is a joint plan of Lincoln University and University of Missouri Extension. It has been developed with input from regional directors, program leaders, the University of Missouri Extension State Council, and administration from Lincoln University and University of Missouri.

I. Recruitment

A. Expected outcomes

1. University of Missouri Extension faculty and staff actively recruit Blacks, Hispanics, Asians and Native Americans applicants for all categories of staff and faculty.
2. Blacks, Hispanics, Asians and Native Americans applicants are recruited and interviewed for University of Missouri Extension regional specialist positions.
3. Established recruitment networks continue to provide Blacks, Hispanics, Asians and Native Americans applicant pools.
4. Barriers causing non-utilization and under-representation will be identified and addressed.

Indicator:

The number of Blacks, Hispanics, Asians, and Native Americans in the University of Missouri Extension workforce will increase by one percent of the total workforce each year over the next five years. The ultimate goal is for the MU Extension workforce to mirror the diverse population of Missouri.

B. Action

1. Involve Associate Deans, campus based subject-matter specialists, regional directors, county program directors and other faculty and staff in the recruiting process. Recruiting will be included as an expected duty in each job description and effectiveness will be evaluated during performance evaluation/appraisal.
2. Develop recruitment teams to assist with onsite recruiting of Blacks, Hispanics, Asians and Native Americans applicants. The recruitment
teams will target colleges and universities with concentrations of racial/ethnic minorities in the areas of agriculture/natural resources, family and consumer sciences, community development, business and industry, youth development, and information technology, and related fields.

3. Expand recruitment networks to include professional organizations and associations, electronic employment sites and list serves representing Black, Hispanic, Asian and Native American populations.

4. Increase efforts to attain potential Blacks, Hispanics, Asians and Native Americans employee contacts from other governmental, civic and community organizations (i.e., military career centers, ministerial alliances).

5. Involve county extension councils, regional extension councils, and the University of Missouri State Council in recruiting Blacks, Hispanics, Asians and Native Americans applicants for regional specialist positions.

6. Involve University of Missouri Extension administrators and faculty in the development and legitimization of targets for future employment of underrepresented racial/ethnic minorities (i.e. Blacks, Hispanics, Asians, and Native Americans).

7. Prepare and provide bimonthly progress reports on recruitment of underrepresented racial/ethnic minorities to regional directors, program directors, administrators and extension council leaders.

8. Subscribe to the minority locator listing new doctoral recipients.

9. Mail position announcements to historically black colleges and universities for posting in graduate school.

10. Develop personal linkages with administrators from historically black colleges and university to keep informed of available professionals in the field.

C. Evaluation

The applicant tracking system will:

- Identify staff who have been most effective in recruitment of racial/ethnic minorities.
- Identify and implement methods that are found to be most effective in recruiting Blacks, Hispanics, Asians, and Native Americans.
- Assess and track effectiveness of recruiting racial/ethnic minorities for each position.
- Determine effectiveness in attaining the recruitment targets.

II. Hiring

A. Expected outcomes

1. Barriers to the employment of racial/ethnic minorities are reduced.

**Indicator:**

The number of Blacks, Hispanics, Asians and Native Americans in the University of Missouri Extension workforce will increase each year over the next five years. The ultimate goal is for the UO/E workforce to mirror the diverse population of Missouri.

**B. Action**

1. Monitor the current hiring process and practice. Review position descriptions to ensure they do not contain language that results in a homogeneous pool. Make revisions in the hiring process to insure hiring Blacks, Hispanics, Asians and Native Americans.
2. Involve key university administrators and supervisory personnel in implementing changes in the hiring process.
3. Provide ongoing training to University of Missouri Extension employees and county extension councils regarding AA/EEO/diversity legal requirements and guidelines.
4. Create targets reflective of Missouri’s diverse population for the employment of Blacks, Hispanics, Asians and Native Americans.
5. Provide bimonthly progress reports on hiring Blacks, Hispanics, Asians and Native Americans to regional directors, program leaders, system program directors, administrators and extension council leaders.

**C. Evaluation**

Continually monitor the hiring of Blacks, Hispanics, Asians and Native Americans throughout the University of Missouri Extension system.

**III. Promotion**

**A. Expected outcome**

Underrepresented groups of employees documented in the 1999 Civil Rights Compliance Review Report will be equitably represented in the County Program Director and Regional Director positions.

**Indicator**

The number of Blacks and other racial/ethnic employees including women will increase each year over the next five years in the positions of County Program Directors and Regional Directors. The ultimate goal is for Blacks and other
racial/ethnic employees including women to be equitably represented as County Program Directors and Regional Directors.

B. Action

1. Increase the number of blacks and other racial/ethnic employees, including women that serve as County Program Directors and Regional Directors.
2. Prepare and present bimonthly progress reports on promotion of Blacks and other racial/ethnic employees, including women to regional directors, program leaders, system program directors, administrators and extension council leaders.

C. Evaluation

Assess and monitor the number of Blacks and other racial/ethnic employees, including women employed as regional directors and county program directors. Report progress bimonthly.

IV. Training

A. Expected Outcomes

1. University of Missouri Extension faculty, staff and council partners are trained each time they are involved with hiring, recruiting, personnel performance or program implementation training.
2. University of Missouri Extension faculty, staff and council partners are interviewing, hiring, and retaining personnel that are representatives of underrepresented groups, i.e. Blacks, Hispanics, Asians, Native Americans and persons with disabilities.
3. University of Missouri Extension faculty, staff, extension council partners and volunteers are teaching learners/audiences that are representative of underrepresented groups, i.e. Blacks, Hispanics, Asians, Native Americans and persons with disabilities enrolled in UO/E programs.
4. Retention of faculty and staff who are Black, Asian, Hispanic or Native Americans will be tracked to improve any organizational issues related to retention.

Indicators

- EEO/AA and ADA training is conducted annually.
- Behaviors changes among faculty and staff, which result in hiring and retaining a diverse workforce and programming to diverse audiences/learners.

B. Action
1. EEO/AA and ADA training will be conducted with administrators, program leaders, regional directors, county program directors and Extension councils. This will be conducted at staff meetings for each group annually.

2. EEO/AA training will be infused into every professional development and program implementation experience to demonstrate strategies for teaching underrepresented learners/audiences.

3. EEO/AA training will be conducted during each phase of the application review, and the interview stages with the personnel team and Extension council. Training will be conducted with each position search. (The personnel team is the team that recruits, reviews applications, and interview candidates for positions.)

4. EEO/AA training will be conducted for EEO counselors annually.

5. Train supervising faculty and staff to implement strategies and practice behaviors that create an environment inclusive and accepting of Blacks, Asians, Hispanics, Native Americans and persons with disabilities in order to enhance their retention in the organization.

C. Evaluation

1. An evaluation will be conducted after each training session to determine program value and willingness of learners to adopt EEO/AA, ADA, and retention practices related to hiring and program delivery. A follow up survey will be conducted to evaluate changed behavior reported by learners.

2. Monitor success of faculty and staff in retaining Blacks, Asians, Hispanics, Native Americans and persons with disabilities.

V. Accountability

A. Expected outcome

University of Missouri Extension faculty and staff and county Extension councils are accountable for complying with the guidelines for EEO/AA and ADA.

Indicators

- Faculty and staff report race of learners/audience on the revised Missouri Program Performance Evaluation and Reporting System (MPPERS).
- Faculty and staff document actions to utilize the nondiscrimination statement, maintaining mail lists of individuals and partnering organizations, and securing compliance documented by CR-1, CR-2 and Transmittal letter "A," and CR-3 forms.
- Extension councils are increasingly representative of the population of the region and include Blacks, Hispanics, Asians and Native Americans.

B. Action
1. Include all items required in the Civil Rights Compliance Review in ongoing program reviews at the county, regional and state level. A schedule of reviews will be developed. Twenty percent of the counties and regions will be reviewed annually. The process will include recommendations and corrective action measures.

2. Change the default in the MPPERS system to record actual race of learners/audience.

3. Faculty and staff will be held accountable for:
   - reporting race of learners accurately on the MPPERS system and eliminate the automatic default;
   - printing the nondiscrimination statement on county and regional level announcements and programs;
   - developing a list of private organizations and groups worked with that are not internally affiliated and include written policy and procedures for ensuring their nondiscrimination status;
   - maintaining a list of potential minorities and minority groups to contact as potential employees, or for roles on councils or committees;
   - utilizing CR-1, CR-2 and Transmittal letter "A", and CR-3;
   - documenting staff meetings with minutes to reflect that civil rights/affirmative action is an integral part of staff meetings; and
   - maintaining mail lists to document equity of participation by Blacks, Asians, Hispanics, Native Americans and persons with disabilities.

4. Faculty and staff will be held accountable for demonstrating compliance with EEO/AA and ADA guidelines during performance reviews.

5. A task force co-chaired by the interim director of field operations and the Extension State Council chair will design the changes needed to make Extension Councils and committees more representative of the population in the region. The target date for completion of the plan will be December 1, 2000 or before the next set of council elections. Implementation will begin during the next council election period, December 1999.

C. Evaluation

1. Monitor MPPERS to determine if programs are reaching underserved audiences.

2. Conduct program reviews that will include documented actions to utilize the nondiscrimination statement, maintain mail lists of individuals and partnering organizations as documented by CR-1, CR-2 and Transmittal letter "A," and CR-3 forms.

3. Monitor Extension Council and committee membership to comply with inclusion of Blacks, Hispanics, Asians, Native Americans, persons with disabilities, and women.