University of Missouri Extension

Equal Employment Opportunity Program

University of Missouri, Lincoln University, U.S. Department of Agriculture, County Extension Councils Cooperating
http://extension.missouri.edu/
### Table of Contents

Section I-1: Definitions....................................................................................................................3  
Section I-2: Purpose, Applicability and Coverage........................................................................4  
Section I-3: Development and Adoption of Equal Employment Opportunity Program.................4  
Section I-4: Elements of the Program..........................................................................................4  
Section I-5: Formal Complaint Procedure ..................................................................................13  
Section I-6: Review and Decision..............................................................................................14  
Section I-7: Reports ..................................................................................................................14  
Section I-8: Maintenance of Records..........................................................................................14  
Section I-9: Non-compliance ......................................................................................................14  
Section I-10: Sanctions ..............................................................................................................14  
Section II-1: Four-Year Plan.......................................................................................................15  
Section II-2: Labor Market Areas ...............................................................................................15  
Section II-3: Affirmative Employment/Affirmative Action Plan.....................................................16
Section I-1: Definitions

For the purpose of this program, the following definitions apply:

A. **AA/EEO Officer** — administrative officer charged by the Vice Provost to (1) coordinate the Equal Employment Opportunity Program and (2) serve as a liaison with Extension faculty and staff who have complaints.

B. **Complaint** — (1) an employee’s, former employee’s or applicant's expressed dissatisfaction with, and request for redress from, discrimination on the part of management that has affected them personally; or (2) general discriminatory practices filed by an organization. Individuals using this process shall be known as complainants.

C. **County Program Director** — individual responsible for the leadership of the county extension program.

D. **Dean** — administrator of each division, school or college of the University of Missouri or Lincoln University.

E. **Department Head** — chairman of an academic department, division or administrative unit in the University of Missouri or Lincoln University.

F. **Director** — Vice Provost and Director of Cooperative Extension.

G. **Discrimination** — discrimination on the basis of race, color, religion, sex, sexual orientation, national origin, age, disability or status as a protected veteran.


J. **Employment** — hiring, assignment, transfer, promotion, compensation, discipline, discharge and all other conditions, terms and privileges of employment.

K. **Extension Employee** — persons employed by the University of Missouri and Lincoln University to perform extension duties.

L. **Human Resource Manager** — University of Missouri Extension staff member responsible for recruitment and hiring of Extension Employees.

M. **President** — president or chief executive of the University of Missouri, or designee, and president or chief executive of Lincoln University, or designee.

N. **Regional Director** — extension employee who supervises off-campus personnel.

O. **Secretary** — Secretary of Agriculture of the United States, or designee.

P. **7 CFR 18** — Title 7, Agriculture, Subtitle A, Office of the Secretary, Part 18, “Equal Employment Opportunity in the State Cooperative Extension Services.”

Q. **Program Directors** — individuals who provide statewide programming leadership for the major issues addressed by University of Missouri Extension through the four campuses of the University of Missouri, Lincoln University and the 114 University of Missouri Extension centers.

R. **University** — University of Missouri

S. **University of Missouri Extension** — all extension units and programs of the University of Missouri.
Section I-2: Purpose, Applicability and Coverage

A. **Purpose** — University of Missouri Extension’s Equal Employment Opportunity Program establishes policies and procedures in employment and personnel management to provide equal opportunity to individuals without regard to race, color, religion, sex, sexual orientation, national origin, age, disability or status as a protected veteran. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or military organizations with the armed forces of the United States of America.

B. **Applicability** — This program applies to Extension Employees throughout the state.

C. **Coverage** — This program applies to all extension positions regardless of funding sources.

Section I-3: Development and Adoption of Equal Employment Opportunity Program

A. **Development:** This program, its policies and procedures were revised by University of Missouri Extension’s Equal Employment Opportunity Council, involving the Vice Provost and Director of Cooperative Extension and immediate administrative staff members, two regional Extension Employees, six campus representatives and three organizational representatives, and approved by the President of the University of Missouri and concurred with by the U.S. Secretary of Agriculture.

B. **Amendment:** Amendments or revisions to the Equal Employment Opportunity Program of University of Missouri Extension are made by the Director and submitted to the Secretary for concurrence. The Secretary shall confer with the Director concerning amendments and revisions needed to improve the effectiveness of the program. The Director will furnish such mutually agreed-upon amendments and revisions to the Secretary within 30 days for concurrence.

C. **Effective Date:** This revised Equal Employment Opportunity Program for University of Missouri Extension becomes policy and is effective on Oct. 16, 2003.

Section I-4: Elements of the Program

A. **Statement of Policy Prohibiting Discrimination in Employment** — It is the policy of University of Missouri Extension that:

1. Equal opportunity is and shall be provided to all participants in Extension programs and activities, and for all employees and applicants for employment on the basis of
their demonstrated ability and competence without discrimination on the basis of their race, color, religion, sex, sexual orientation, national origin, age, disability or status as a protected veteran. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or military organizations associated with the armed forces of the United States of America.

2. This policy complies with the provisions of 7 CFR 18, and with the provisions of Section 320.010 of University of Missouri Collected Rules and Regulations, and is an integral part of University of Missouri Extension’s personnel policies and practices in the employment, development, advancement and treatment of employees.

B. **Administrative Procedure Enforcing This Policy** — The Director is the University official responsible for: (1) implementation and compliance within University of Missouri Extension, in cooperation with county extension councils; (2) evaluation of program effectiveness; and (3) provision of resources to administer the program. Extension Employees with responsibilities related to EEO Program implementation and compliance are accountable to the Director.

1. The Director, or designee, will:
   
a. Periodically discuss the University of Missouri Extension EEO Program with all Extension Employees and solicit their full cooperation.

b. Inform each Dean, Department Head, Program Director, Regional Director, Human Resource Manager and the AA/EEO Officer of their responsibility for (1) implementing and enforcing the EEO Program, and (2) complying with provisions of 7 CFR 18 and Section 320.010 of the UM Collected Rules and Regulations.

c. Inform other University administrative officials of performance regarding the EEO Program.

d. Inform Extension Employees of their role in ensuring compliance by personnel committees, county government officials and other groups contributing to the employment and personnel functions.

e. Request county extension councils and Extension Employees meet annually to review the EEO Program.

f. Communicate EEO policies and procedures to applicants for employment with University of Missouri Extension, including names and contact information for the AA/EEO Officer and EEO Counselors and their availability to individuals who believe discrimination has occurred.

g. Ensure that EEO policies and procedures are incorporated into faculty orientation, professional development and program implementation.

2. The AA/EEO Officer will:

   a. Advise the Director and Human Resource Development Manager on the preparation of plans, procedures, regulations, reports and other matters pertaining to the program.
b. Evaluate periodically the sufficiency of the program and report results and recommendations for improvement or correction to the Director and the Human Resource Development Manager.

c. Modify the program and procedures, when authorized by the Director, to eliminate discriminatory practices and to improve performance.

d. Provide a system of counseling and resolution for employees or applicants who believe they have been subjected to discrimination.

e. Investigate complaints of discrimination from individuals, organizations or other third parties, and make recommendations on corrective measures to the Director.

C. A Positive Affirmative Action Plan to Assure Equal Opportunity in Employment —

Due to the decentralized nature of University of Missouri Extension, certain administrative and supervisory responsibilities for personnel actions are delegated to designated persons. MU Extension’s Affirmative Action Plan identifies individuals responsible for carrying out each activity, as they seek to recruit, employ and retain competent staff. Each individual will submit a plan for all activities, as appropriate, to the AA/EEO Officer. The statewide plan will summarize individual plans and be filed with the Director and the Secretary on an annual basis.

1. Initial Implementation Action

a. The AA/EEO Officer, County Program Directors and Regional Directors are responsible for representing and discussing the EEO program with county extension councils, county commissions, Extension Employees, Department Heads, Program Directors and officials of the University of Missouri designated to supervise the equal employment policies of the University.

b. The AA/EEO Officer, County Program Directors and Regional Directors are responsible for presenting and discussing the plan with all Extension Employees.

c. The AA/EEO Officer will furnish a summary report of these presentations and discussions to the Director.

2. Continuing Action (Administrative) — In addition to those responsibilities prescribed elsewhere in this document, the Director will include a provision calling for compliance with the provisions of this program and 7 CFR 18, whenever memoranda of agreement between the University and county governments are in effect.

D. Procedure for Identifying and Eliminating Employment Practices That Create or Continue Discrimination in Employment — All aspects of personnel management shall reflect the full intent of the policy stated in the purpose.

1. Recruitment and Selection — The Human Resource Development Manager will develop and implement a comprehensive recruitment program designed to attract all protected classes for employment consideration for all positions. This includes:
a. Identifying and assigning employment groups to assist in the recruitment of prospective candidates for employment.

b. Identifying those schools, colleges, organizations, groups and other sources where protected classes may be contacted regarding employment opportunities.

c. Establishing and maintaining, on a regular basis, recruitment contacts with those sources for prospective candidates for employment.

d. Preparing electronic and print recruitment literature and position announcements that:

   1) Clearly state the EEO policy

   2) Describe duties and responsibilities, location of position, qualifications, date and method for applying, salary range and to whom the application is made.

e. Disseminating information through recruitment web pages, literature, position announcements, personal contact and other appropriate means to officials at all sources of qualified applicants regarding:

   1) Those conditions that would increase employment opportunities for graduating students.

   2) The qualifications essential for competent University of Missouri Extension Employees (professional and non-professional) as a basis for strengthening and improving curriculum.

f. Assisting with the selection of candidates for employment from among applicants based upon a comparison of each applicant's qualifications in relation to identified relevant factors and standards for the position. Such factors for professional positions include:

   1) Educational attainment

   2) Academic achievement

   3) Professional experience

   4) Leadership ability

   5) Understanding of problems and opportunities a position is to address and knowledge of subject matter related to the position
6) Demonstrated ability to work effectively with people

7) Demonstrated drive and initiative

8) Demonstrated ability to communicate orally and in writing

9) Information technology competencies.

Factors for non-professional positions include:
1) Educational attainment

2) Work experience

3) Demonstrated ability to work effectively with people

4) Appropriate information technology competencies.

g. Maintaining an adequate record system (maintained for five years) that reflects actions taken and decisions made including:
   1) Receipt and disposition of applications

   2) Application information evaluation

   3) Reference checks and related evaluations

   4) Interviews and evaluation of information

   5) Analysis of comparison between the applicant's qualifications and job factors and standards

   6) Reasons for selection or non-selection.

h. Everyone's role and responsibilities
   1) Communicate organizations commitment to diversity through words, actions and accomplished goals

   2) Strive for a quality, competent, diverse, stable, workforce

   3) Commit to open, consistent, internal and external communication

   4) Value fair and equitable processes and practices

   5) Value and trust partners, and the role of the extension council

   6) Honor the Land Grant mission

   7) Strive for timeliness
8) Commit to ongoing evaluation and continuous improvement

i. Regional Directors additional responsibilities
   1) Communicate organizations commitment to diversity

   2) Identify and coordinate search committee members (program director, regional specialist, & council representative), striving for a balanced committee when possible

   3) Lead application review, interview, and council questions w/candidates, ensuring fair, legal, and quality discussions

   4) Identify and secure a mentor's) and other training needs

j. Program Directors additional responsibilities
   1) Communicate organizations commitment to diversity

   2) Active search committee member ensuring candidates meet academic qualifications

   3) Participate in the application review and interview, promoting fair, legal, and quality discussions

   4) Identify program mentors/support personnel and other training needs

k. Human Resources responsibilities
   1) Communicate organizations commitment to diversity

   2) Ensure MU policies and procedures are followed, including job classifications, postings, and OARS / OAPA processes

   3) Provide expertise and oversight of legal issues to ensure fairness of questions and selection of candidates for interview and hire

   4) Coordinate recruiting activities including internal and external communications, web postings, news paper and journal advertisements, and mailing lists

   5) Review and approve applicant searches and salary offers to ensure fairness and equity throughout the organization

   6) Ensure EEO files are in compliance

2. Transfer and Promotion — For all positions advertised externally, internal applicants will be considered in the Employee’s First Program. External applicants will be considered after that process closes. This is consistent with the objective of filling every position with the most qualified person for the job. The following conditions are to be met in promotions and transfers:
   a. Announcement reflects title, location of position, date open and to whom
application is made.

b. Applications are accepted, recorded and evaluated from all interested employees.

c. Competencies are evaluated against position requirements.

3. **Performance Appraisal and Compensation** — Formal appraisals of each Extension Employee’s performance are to be made at least annually. The performance evaluation program will reflect those criteria judged to be pertinent to successful performance of various positions, and personnel will be evaluated against acceptable standards of performance for those positions. Each member will be informed of the evaluation and advised by the immediate supervisor or other appropriate staff member regarding positive accomplishments and future professional improvement and training needs. Salaries are to be administered equitably for professional and non-professional employees and shall follow established policies of the University of Missouri. Salary and wage adjustments are considered annually, based upon the results of the individual's performance appraisal and the availability of funds.

4. **Staff Development Policies** — Staff development programs and opportunities are to be administered uniformly throughout the organization and made available to each category of staff to:

   a. Correct deficient areas in an employee's background and training that are essential to successful job performance

   b. Contribute to continued career advancement of each individual

   c. Help the individual contribute to the achievement of programmatic goals

   d. Improve educational services to clientele. Each employee is encouraged to be proactive regarding their own personal professional development to supplement and complement the more formal training offered by the organization.

The AA/EEO Officer will work with administrative, supervisory and program staffs to incorporate staff development requirements needed to implement and sustain this EEO Program into orientation, program implementation and professional development experiences. Individual staff members may request to participate or be requested by the Director to participate in staff development programs. Criteria such as the individual's program or job responsibilities, level of professional or skill preparation, previous training participation record, present and possible future assignments, applicable leave policy and availability of funds will be considered in determining approval to participate. Leave policy to pursue staff development opportunities, when approved by the Director, will follow the established policies of University of Missouri Extension and shall be administered equitably.
5. **Leave Policies** — Policies covering vacation, sick leave, leave without pay, etc., and other employee benefits are to be administered equitably according to policies established by the University. Insofar as resources permit, financial aid for scholarships, fellowships, work-study programs, field experience programs, and similar intern or practicum training arrangements are made available to employees to prepare them for promotion or other advancement opportunities in the organization.

6. **Community-related Activity** — Employees are encouraged to participate at the community level with technical, vocational and high schools, and with colleges and other public and private groups to improve employment opportunities and community conditions that affect employability. As appropriate, employees are encouraged to convey to administrative heads of predominantly minority colleges and technical, vocational and high schools the qualifications essential for competent University of Missouri Extension Employees, and to encourage their review to effect changes in curriculum that better qualify students for employment with MU Extension.

7. **Awards and Recognition** — The Director will:
   a. Consider ways to provide incentives to faculty and staff members who make positive contributions to the EEO Program and other programs through appropriate recognition and awards.
   b. Analyze current recognition and awards programs to maximize their contribution to employee motivation and morale, and to assure their equitable administration.
   c. Include responsibilities for carrying out the EEO program in position descriptions of administrative and supervisory staff, Program Directors and Regional Directors, and incorporate appropriate evaluation criteria into performance appraisals.

8. **Discipline** — Those University of Missouri Extension employees who are found to have engaged in discriminatory practices against another employee or applicant for employment are subject to appropriate disciplinary action. The action to discipline is the responsibility of the Director. Such action will be administered uniformly in keeping with policies of the University. Appropriate records will be kept, showing the cause for and disciplinary action taken, and a copy placed in the permanent personnel file of the employee involved.

D. **Procedure for Evaluating the Success of the Program** — The AA/EEO Officer is designated to evaluate annually the adequacy of employment and personnel management procedures of University of Missouri Extension. Recommendations for improvement of procedures and policies are to be made to the Director and Human Resource Manager Director. The Director shall keep a copy of the summary report on file annually. Results will be discussed with administrative, supervisory, program and administrative staff, Regional Directors and other Extension Employees as appropriate. Each Extension
Employee is responsible for helping to maintain the effectiveness of this program and for providing feedback for evaluative purposes. Criteria for a comprehensive evaluation program must be sufficient to reflect progress, adequacy and shortcomings. In many instances, application of the criteria must be tailored to those offices with limited personnel management and employment authority to result in more valid evaluation of activities carried out in these offices. The inquiry and evaluation procedure will make use of one or a combination of analysis methods that best meet specific needs and circumstances. The AA/EEO Officer should use some of the following methods:

1. On-site visits by management and program staff
2. Individuals or special task forces for overall or specific area reviews
3. Written reports by administrative and program staff
4. Periodic review and analysis of statistical data (personnel records, position inquiries, candidates considered and employed, etc.)
5. Continuous review of personnel programs (recruitment, selection, promotion, transfer, performance appraisal/salary, training, etc.) and related actions
6. Periodic review of policies and procedures
7. Interviews with employees, supervisors and management
8. Administration of voluntary questionnaires to Extension Employees.

E. **Adequate Provision for Publicizing the Program to Include Dissemination of Information to All Covered by These Regulations** — The Director will remind Extension Employees annually, as appropriate, of the need for maintaining an equal employment policy. The civil rights plan will be on file in each University of Missouri Extension office. Appropriate reference to this program and its policies will be incorporated into information provided on recruitment web pages, brochures, and other literature and promotional materials. A poster and other appropriate informational literature will be displayed on bulletin boards or in other conspicuous places in University of Missouri Extension offices. Information indicating where grievances and complaints may be filed shall be displayed in locations and in such a manner that makes them accessible to public view. New employees will be informed of the EEO Program during their orientation experience. At reasonable intervals, the policy shall be included in staff conferences and seminars. Each applicant for employment and Extension Employees will be provided with a copy of the civil rights plan.

F. **A Procedure for Prompt Processing of Complaints Assuring No Less Than Minimum Rights Prescribed in 7 CFR 18 (18.5)** — The AAA/EEO Officer is designated to mediate or conciliate informal complaints. Informal complaints shall be resolved at the lowest possible supervisory level with the assistance of EEO Counselors. All informal
complaints will be heard and a decision made by the EEO Counselor within 21 calendar days after receipt. If no action or decision is given to the complainant within this time limit, it shall constitute justification for the complainant to file a formal complaint. In any case where the complainant feels that the complaint cannot be presented or that the complaint would not receive proper consideration at the immediate supervisory level, the complainant may, without prejudice, move up the supervisory channel to any level and/or have an alternate EEO Counselor assigned by the AA/EEO Officer. When an EEO Counselor advises an employee, the EEO Counselor will prepare a memorandum (Form CR-4) advising the AA/EEO Officer of the complaint, the circumstances and a description of attempts at resolution. The memorandum must indicate if the complaint was handled satisfactorily or if additional action may be necessary. See http://extension.missouri.edu/staff/eeo-complaints.aspx

G. Adequate Provisions for the Protection of Complainants, Employees, Witnesses and Representatives from Interference, Harassment, Intimidation and Retaliation — All Extension Employees shall be free from any or all restraint, interference, coercion or reprisal on the part of their associates or supervisors in making any complaint or appeal; in serving as representatives of a complainant; in appearing as witnesses; or in seeking information in accordance with these procedures. The above principles apply with equal force after a complaint has been adjudicated. Should these principles be violated, the facts shall be brought to the attention of the AA/EEO Officer by the complainant, their representative or the person affected so that appropriate action may be taken.

H. A Procedure for Recording Receipt and Disposition of All Complaints — The AA/EEO Officer will keep a record of all counseling sessions and complaints filed through EEO Counselors and other sources. The record shall include any statement from the complainant indicating the reason for withdrawal.

Section I –5: Formal Complaint Procedure

See http://extension.missouri.edu/staff/eeo-complaints.aspx

If informal procedures do not attain a result satisfactory to the complainant, or if the complainant does not desire to follow the informal procedure, a formal complaint may be filed. Formal complaints shall be submitted in writing and signed. Complaints shall state the basis for the complaint and indicate whether the alleged discrimination was based on race, color, religion, sex, sexual orientation, national origin, age, disability or status as a protected veteran. An additional statement further describing the conduct complained of may be required.

A. Who May File - A complaint may be filed by present and former Extension Employees or applicants for employment who believe that discrimination in employment has been practiced against them or that an employment practice in University of Missouri Extension has or will result in discrimination against them. A complaint of general discrimination in employment practices also may be filed by present or former Extension Employees, applicants for employment or by an organization provided that upon request of the Director, the complainant shall furnish names of individuals who are adversely
affected by those practices.

B. **Right of Representation** — Complainants may designate an individual or an organization to serve as their representative in the processing of the complaint and is entitled to the advice of counsel at their cost at all stages in the proceeding. If the representative designated by the complainant is an employee of the U.S. Department of Agriculture or of University of Missouri Extension, such employee, as well as the complainant shall have a reasonable amount of official time with pay, if in pay status, for the purpose of appearing at any hearing on the complaint or conciliation effort. The rights and privileges set forth in this paragraph also shall be available to any person where alleged conduct is the cause of the complaint.

**Section I-6: Review and Decision**

(Review and decision was rescinded by Secretary as per Federal Register Document Vol. 38-No. 103 filed May 30, 1973.) The complainant may pursue a review by Equal Employment Opportunity Commission. (The Equal Employment Opportunity Act of 1972.)

**Section I-7: Reports**

Annually, the Director will submit to the Secretary a report summarizing implementation and operation of the program.

**Section I-8: Maintenance of Records**

All documentation, records and reports will be retained for a minimum of five years. These records will be subject to review at any time by the Director and representatives of the U.S. Department of Agriculture authorized by the Secretary or designee.

**Section I-9: Non-compliance**

It is understood that University of Missouri Extension will be in violation of 7 CFR 18 and Section 320.010 of Collected Rules and Regulations of the University of Missouri if its responsible personnel fail to carry out the provisions of this program.

**Section I-10: Sanctions**

If the Director finds that any departments or units of University of Missouri Extension have violated the provisions of this program, the Director may refuse to authorize payment of funds for University of Missouri Extension program or take other appropriate action as provided by law.
Section II-I: Four-Year Plan

The four-year plan is a written commitment of University of Missouri Extension and its employees to be responsive to policy requirements, Affirmative Action concepts, EEO Program objectives and to local conditions, situations and needs. The plan:

- Identifies specific activities to be undertaken in each major area of the program
- Calls for the identification of individuals who are responsible for implementing activities at each level or operating unit
- Identifies target dates for implementing each activity.

Specific activities listed under each major area are not necessarily applicable to all levels or operating units due to variations in personnel management and employment authority. However, each unit is encouraged to seek ways in which individuals can contribute to program objectives. In addition, activities for implementation are the prerogative of the Director. Specific activities listed under each major area may be further divided into smaller task units to avoid gaps and omissions and to insure full implementation and effectiveness.

Section II-2: Labor Market Areas

A. The Labor Market Area for clerical and paraprofessional positions for county, multicounty and state office positions shall be the county in which the position is headquartered, with two exceptions: First, the Labor Market Area for the Delta Center, Portageville, Mo., located on the county line of New Madrid and Pemiscot counties, shall be both counties. Second, the Labor Market Area for St. Louis County and St. Louis City shall encompass both the county and the city.

B. The primary Labor Market Area for professional off-campus staff will be the state of Missouri and bordering states — Iowa, Illinois, Kentucky, Tennessee, Arkansas, Oklahoma, Kansas and Nebraska. Direct recruitment shall take place within this nine-state region.

C. University of Missouri Extension field operations are organized as eight regions. The professional faculty members are located in one of the eight regions with multiple-county assignments.

D. The Labor Market Area for state-level professional positions shall be the United States. Direct recruitment should take place in all states.
Section II-3: Affirmative Employment/Affirmative Action Plan

The Affirmative Action Plan has identified specific procedures to strengthen the outcomes of recruitment, selection, hiring, and promotion processes in University of Missouri Extension. It also specifies training plans and accountability for AA/EEO compliance. This plan is a joint plan of Lincoln University and University of Missouri Extension. It has been developed with input from regional directors, program directors, administrative management, 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. Black, Hispanic, Asian, and Native American applicants are recruited and interviewed for University of Missouri Extension 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. Hire a recruitment specialist to focus on recruiting Blacks, Hispanics, Asians, and Native Americans applicants.

3. Expand recruitment networks to include professional organizations and associations, electronic employment sites and list servs representing Black, Hispanic, Asian, and Native American populations.
4. Increase efforts to attain potential Black, Hispanic, Asian, and Native American 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 quarterly 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 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 MU Extension 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 quarterly 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 yearly progress reports on promotion of Blacks, and other racial/ethnic employees including women to regional directors, program directors, administrative team members, 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 twice yearly.

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

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

B. Action

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

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

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

4. 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.

5. Train regional climate resource teams to develop and implement a plan to improve workplace climate in their regions.
C. Evaluation

1. An evaluation will be conducted after each training session to determine program value and willingness of learners to adopt AA/EEO, 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 AA/EEO and ADA.

Indicators

- Faculty and staff report race of learners/audience on the revised Missouri Reporting System.

- 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. Two regions will be reviewed annually. The process will include recommendations and corrective action measures.

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

Faculty and staff will be held accountable for:

- reporting race of learners accurately on the extension planning and reporting 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,


• document staff meetings with minutes to reflect that civil rights/affirmative action is an integral part of staff meetings.

• maintain 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 AA/EEO and ADA guidelines during performance reviews.

5. A task force co-chaired by the 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.

C. Evaluation

1. Monitor the Extension planning and reporting system 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.