



Your Annual Affirmative Action Responsibilities:

Have You Covered Everything?

Building affirmative action plans and executing an ongoing program is a multi-step process. Let's make that process less overwhelming! Follow the steps below to maximize the effectiveness of your program, and ensure that no detail gets overlooked.



Develop a Plan and Policies to Support It

Kick off your program by assembling your project teams, scheduling a kickoff meeting, and building your plans. Have you:

- Developed a written affirmative action plan that outlines the organization's commitment and efforts to equal employment opportunities, diversity, and inclusion?
- Developed written internal policies and practices supporting Equal Employment Opportunities and the affirmative action plan?
- Ensured the plan aligns with regulations governing affirmative action along with relevant local, state, and federal laws?
- Included specific actions taken to identify problem areas, address inequities, maintain/update policies and practices, self-audit internal procedures and train appropriate employees regarding affirmative action?



Perform a Statistical Analysis

In the month following your kickoff, you can launch into analysis. Have you:

- Established job groups or job families to compare similar jobs when conducting data analysis?
- Conducted a comprehensive analysis of the current workforce to understand the following?
 - Current representation
 - Areas of underrepresentation compared to availability
 - Employee compensation
 - Selection rates for employment activities
 - Workforce trends



Establish Goals and Benchmarks

Armed with your workforce data, you'll need to look to external sources for benchmarks and set the goals your organization should strive for in the next period. Have you:

- Set specific placement goals for females and minorities in job groups where underrepresentation is identified given internal and external availability?
- Reviewed utilization of individuals with disabilities in each job group to identify areas where representation is lower than 7%?
- Tracked protected veteran hiring to compare to published benchmarks?



Perform Ongoing Recruitment and Outreach

Outreach and good faith efforts are an essential pillar of your program, ensuring a steady flow of suitable candidates to consider for recruitment. Have you:

- Implemented proactive recruitment strategies to attract diverse candidates, including targeted outreach to underrepresented groups?
- Established partnerships with diversity-focused organizations and educational institutions?
- Evaluated and adjusted recruitment sources and methods to ensure maximum effectiveness and better inclusion outcomes?
- Measured sourcing effectiveness with various recruitment activities to ensure current methods are adding value to the organization's diversity efforts?



Continuously Revisit Your Selection Process

Once candidates are funneled toward your business, they must enter a fair process that has a higher chance of delivering on your goals. Have you:

- Reviewed and revised selection criteria, practices, and procedures to minimize bias and ensure fair evaluation of both external and internal candidates?
- Provided equal opportunities for training, advancement, and promotion within the organization?
- Reviewed selection rates for hires, promotions, and terminations to address any job groups with adverse impact?
- Reviewed job descriptions to assess mental and physical qualifications and make updates as needed?



Deliver Training and Communicate With the Business

Federal contractors are required to deliver training and provide information on certain topics—and doing so will help your workforce understand what you're trying to achieve. Have you:

- Conducted EEO, Affirmative Action, and Section 503 training for employees, including managers, recruiters, and anyone involved in the hiring process?
- Provided diversity and inclusion training to help support overall inclusion efforts?
- Provided appropriate training based on industry, local, and state laws as needed?
- Communicated the organization's affirmative action efforts to employees, stakeholders, and the public to promote transparency and accountability?
- Provided channels for employees to express concerns or report discrimination?



Keep Records, Report, Monitor and Evaluate

Finally, your ongoing improvements should include periodic reporting, monitoring, and evaluation of your program to ensure agility and overall effectiveness. Have you:

- Maintained accurate and up-to-date records related to affirmative action efforts, including:**
 - Workforce data
 - Recruitment activities
 - Employment transactions
 - Progress toward goals
- Prepared required reports to regulatory agencies, as mandated by applicable laws and regulations?**
- Regularly assessed the effectiveness of affirmative action initiatives and made necessary adjustments?**
- Reviewed progress toward placement goals during the plan year (and annually)?**
- Addressed areas of adverse impact? In some cases, additional analysis may be needed to remove unintentional barriers in selection practices.**
- Monitored and evaluated the impact of policies and practices on workforce diversity and inclusion?**
- Conducted internal audits to ensure compliance with affirmative action requirements?**
- Reviewed compensation and compensation practices? Including:**
 - Making sure appropriate documentation and support are accessible and explain pay differences when needed?
 - Addressing areas of concern and making a plan to remedy statistically significant disparities?

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