

**DEVELOPMENT AND IMPLEMENTATION
OF ACTION ORIENTED PROGRAMS
In accordance with 41 C.F.R. 60-2.17**

The University has developed and executed action-oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

1. The University has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format, they are and will continue to be consistent for the same position from one organizational unit to another.
2. Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of race, color, religion, sex, age, disability, veteran status, national origin, or other characteristics protected by law.
3. Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.
4. The University has carefully evaluated the total selection process and found it to be free from discrimination.
 - A. We have instructed all supervisory personnel to ensure elimination of discrimination in all personnel actions in which they are involved.
 - B. The tests administered by the University are job-related and given to all applicants for applicable position(s).
 - C. Application forms do not contain questions with potential discriminatory effects.
 - D. The University does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.
5. The University has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following:
 - A. Minority and women, as well as non-minority and male, employees are actively encouraged to refer applicants to our organization.
 - B. The University relies on the State Department of Employment as well as job fairs and recruiting programs sponsored by local community colleges and other community organizations.

- C. The University provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, University rules, ways to alleviate any problems that might arise, and any other issues related to affirmative action compliance.
- D. Local organizations will continue to be contacted for referrals of potential minority and female employees.
- E. The University utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.
- F. Unclassified positions are advertised internally on the Affirmative Action and hiring department's web sites. Classified positions are advertised internally on the Human Resources Affirmative Action web sites. External advertisements for both classified and unclassified positions are placed in newspapers and publications that are determined to reach the appropriate recruitment area. In an effort to attract applicants both nationally and internationally, departments utilize Internet listservs to reach all qualified applicants.
- G. Furthermore, we plan to take the following additional steps to ensure adequate representation of all minorities and women:

- (a) Where placement goals exist as defined by the OFCCP, we will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.

- (b) During the period from October 1, 2009 - September 30, 2010, special recruitment activities were conducted at the following schools and universities:

DeVry Institute of Technology, Manhattan Area Technical College, Big XII Universities, Kansas Colleges and Universities

- H. We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from October 1, 2009 - September 30, 2010, targeted recruitment activities were conducted at the following sources:

Fort Riley Career Fair, K-State Career Fair, Flint Hills Job Corp, Kansas State University Career Fair, Professional Listservs via the Internet, Manhattan Town Center Job Expo

- 6. The University has implemented the following programs and procedures to ensure that minority and female employees are given equal opportunities for promotion:

- A. On-the-job training is provided to all qualified employees to assist them in developing the

necessary knowledge and skills for promotion to higher-level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.

- B. The University utilizes a formal performance evaluation program for all employees. In addition, management and supervisors are trained on the basic methodology of performance evaluation.
- C. Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
- D. Seniority practices are not a problem since the University has no formal seniority system. Promotions are based on merit selection principles.
- E. We will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.
- F. Special internal training programs are provided as necessary to ensure the achievement of our placement goals. The following programs are offered to eligible employees without regard to race, color, religion, sex, age, disability, veteran status, national origin or any other characteristic protected by applicable law:

Introduction to Supervision, Legal Issues for Supervisors of Classified Employees,
Recognizing and Preventing Sexual Harassment, New Employee Orientation, Americans
With Disabilities Act Awareness Training, Creating Respectful Working Relationships

- G. We will continue to participate in targeted external training programs such as as determined by the College or Department.