



FINANCE AND ADMINISTRATION CABINET AFFIRMATIVE ACTION PLAN

July 9, 2014

LORI H. FLANERY, SECRETARY



Table of Contents

I.	Introduction	3
II.	Cabinet Procedures	4
III.	Finance and Administration Cabinet Organizational Chart.....	5
IV.	Finance and Administration Cabinet Functions and Services	6
V.	Finance and Administration Cabinet Agency Locations	7
VI.	Designation of Responsibilities	11
VII.	Personnel: Policies, Procedures, and Analysis.....	15
VIII.	Personnel Activity	18
IX.	Availability Analysis.....	20
X.	Workforce Analysis	20
XI.	Utilization Analysis	20
XII.	Goals and Timetables	25
XIII.	Problems, Barriers, and Corrective Action	25
XIV.	Corrective Action Responsibilities and Timeframes.....	30

The overall responsibility for complying with the provisions of this affirmative action program is vested in the Secretary of Finance who is responsible for administration of all programs and activities under the direction and management of the Finance and Administration Cabinet. The Cabinet Secretary is:

Lori H. Flanery, Secretary
Finance and Administration Cabinet
Office of the Secretary
Capitol Annex, Room 383
702 Capital Avenue
Frankfort, KY 40601

The responsibility for coordinating compliance with this affirmative action plan is assigned to the Cabinet EEO Coordinator. Duties associated with this responsibility include, but are not limited to, the following:

- oversee implementation, compliance and monitoring;
- respond to complaints in the manner prescribed by the affirmative action plan;
- develop equal employment opportunity/affirmative action policies and procedures; and
- coordinate submission of program updates.

Inquiries related to compliance activities should be directed to the Finance and Administration Cabinet's EEO Coordinator:

Yvette M. Smith, Executive Director
Finance and Administration Cabinet
Office of Equal Employment Opportunity and Contract Compliance
Capitol Annex, Room 395
702 Capital Avenue
Frankfort, KY 40601
Yvette.Smith@ky.gov
Telephone: 502-564-2874
Facsimile: 502-564-1055

Approved:

Signed by Lori H. Flanery	07/17/2014
Secretary, Finance and Administration Cabinet	Date

Signed by Yvette M. Smith	07/17/2014
Cabinet EEO Coordinator, Finance and Administration Cabinet	Date

(An original signed copy is on file in the Office of EEO and Contract Compliance.)

I. Introduction

Purpose: In accordance with Executive Order 2013-841, the Finance and Administration Cabinet (Cabinet) has implemented procedures to assure equal employment opportunity (EEO) for all employees and applicants for employment regardless of race, color, religion, sex, national origin, sexual orientation, gender identity, ancestry, age (40 or older), disability, genetic information, political affiliation or veteran status.

The Cabinet's Affirmative Action Plan (AAP) serves as the foundation for an equal employment opportunity program that addresses:

- recruitment, job requirements, job structure, and advancement practices;
- upward mobility and training opportunities to improve job performance;
- reasonable accommodations; and
- other related procedures and practices.

The Cabinet has adopted the Commonwealth of Kentucky Executive Branch Affirmative Action Plan as a statement of our commitment to achieving the standard of a fully diversified work force in all occupations. Further, the AAP reflects the Cabinet's sincere commitment to both good government and equitable treatment of all employees, and applicants seeking employment. The full cooperation and affirmation of the state and Cabinet Affirmative Action Plans and EEO programs, is expected by all managers, supervisors, executive leadership, and employees.

Objectives: The objectives of this plan are to:

- increase employment and advancement opportunities for minorities and females in EEO job categories;
- correct, as necessary, employment practices that hamper affirmative action (AA) and equal employment opportunity by analyzing specific practices and implementing corrective actions;
- strengthen accountability, reporting and evaluation; and
- promote support for affirmative action, equal employment opportunity, and workforce diversity by requiring training for all Cabinet employees.

Scope/Coverage: This plan covers the Finance and Administration Cabinet's Office of the Secretary, Department of Revenue, Office of the Controller, Department for Facilities and Support Services and the Commonwealth Office for Technology. Employees in these offices and departments are under the direct control and management of the Finance and Administration Cabinet. Administratively attached agencies are responsible for their own affirmative action plans.

The plan applies to all employment actions, including, but not limited to: recruiting, hiring, classification/compensation, benefits, promotions, transfers, layoffs, reinstatement and educational programs.

Accountability:

The Cabinet shall maintain a positive, non-hostile work environment where all employees are safe to report discrimination or harassment, to request an accommodation under the Americans with Disabilities Act or to request a reasonable religious accommodation without fear of retaliation. Any employee determined to have refused to abide by or to have violated the EEO and Affirmative Action procedures shall be subject to disciplinary action, including, but not limited to reprimand, fine, demotion, suspension and dismissal.

The Cabinet determined that all employees have a vested interest in and should therefore support all EEO/AA efforts.

II. Cabinet Procedures

The Cabinet's Equal Employment Opportunity, Sexual Harassment, Americans with Disabilities Act (ADA), and Title VI procedures follow in their entirety. The procedures include a description of the process for filing complaints alleging discrimination, harassment or retaliation based on race, color, religion, sex, national origin, sexual orientation, gender identity, ancestry, age (40 or older), disability, genetic information, political affiliation or veteran status. Further, the procedures describe the process for requesting a reasonable accommodation under the Americans with Disabilities Act and for requesting a reasonable religious accommodation. Copies of Executive Order 2008-473, 'Relating to Equal Employment Opportunities and Non-Discrimination in Employment in Kentucky State Government' and the Commonwealth's Policy Statement on Diversity are also included.

Dissemination: Procedures are distributed to employees, potential applicants and the general public via electronic mail, the Internet and the Cabinet's Intranet site. Employees without computer access receive a paper copy of each procedure. The Cabinet's EEO procedures and required federal and state EEO notices are posted on agency bulletin boards. The federal EEO/employment law poster is displayed at all agency locations in English and Spanish.

(Electronic access to procedures: <http://intranet.finance.ky.gov/policy/eeoccprocs.htm>)

(Electronic access to Executive Order 2008-473:

<https://personnel.ky.gov/Documents/EqualOpportunityEO2008473.pdf>)

(Electronic access to Commonwealth's Policy Statement on Diversity:

<https://personnel.ky.gov/Documents/PolicyStatementonDiversity.pdf>)

III. Finance and Administration Cabinet Organizational Chart

An organizational chart follows on the next page. The chart provides information about the Cabinet's structure down to the division level.

(Electronic access to the Cabinet organizational chart:
http://finance.ky.gov/about/Documents/org_chart_6_5_13.pdf)

IV. Finance and Administration Cabinet Functions and Services

An overview of the Finance and Administration Cabinet follows.

The **Finance and Administration Cabinet** is the primary support agency for state government, by providing central fiscal management, serving the administrative needs of state agencies, and operating state tax processes.

The **Office of the Secretary** provides executive policy and management for the departments and divisions of the Cabinet and guidance for the centralized services of state government. The Secretary of Finance and Administration Cabinet serves as the chief financial officer and manager of the financial resources of the Commonwealth. The Secretary advises the Governor on the fiscal and administrative functions of government, and serves on a number of boards and commissions including the Kentucky Economic Development Partnership Board, the Kentucky Economic Development Finance Authority, the Kentucky Asset and Liability Commission, the Kentucky Higher Education Assistance Authority, the Kentucky Infrastructure Authority, and the Kentucky Housing Corporation.

The **Office of Public Information** is responsible for overseeing internal and external communications, handling all media requests for information, preparing and distributing press releases, and coordinating the publication of newsletters and reports. The executive director acts as chief spokesperson for the Cabinet and its agencies and is the primary contact for all media inquiries.

The **Office of Equal Employment Opportunity and Contract Compliance** is responsible for administering the Finance and Administration Cabinet's equal opportunity and affirmative action programs, investigating complaints of discrimination, harassment and retaliation for Cabinet employees, and handling requests for reasonable accommodation. In addition, the office administers the Kentucky Minority and Women Business Enterprise Certification Program and the Commonwealth's Contract Compliance Program.

The **Office of Administrative Services** is responsible for all internal administrative and human resource functions of the Cabinet. These duties include managing and preparing the Cabinet's budget; performing general accounting functions; managing fiscal, personnel and payroll functions; and, providing statewide postal and fleet services. The Office also provides administrative support to agencies within the General Government Cabinet.

The **Office of General Counsel** (OGC) provides legal counsel to the Finance and Administration Cabinet and oversees all litigation for the Cabinet. The OGC also serves as a legal liaison to the Governor's general counsel. Included in OGC are all attorneys who practice for the Department of Revenue. OGC attorneys also represent the Cabinet before administrative boards and at all levels of state and federal court.

The **Office of the Controller** maintains statewide internal accounting controls, operates the accounting system, and is the administrator of the official system of record. The Controller's Office is responsible for both operational and annual financial reporting to management and the public. The Office serves the program, budget, and cost management components of the state's long-range business planning process. The State Controller acts as the Commonwealth's Chief Accounting Officer providing the administrative systems and supporting policy for the Commonwealth's accounting, purchasing, budget execution, financing and investing practices.

The **Department of Revenue** is the statutory agency of state government responsible for the administration and enforcement of all state revenue laws and for the assessment and collection of state taxes. Its mission is to provide courteous, accurate and efficient services for the benefit of Kentucky and its citizens, and to administer the tax laws of the Commonwealth in a fair and impartial manner.

The **Commonwealth Office of Technology** provides leadership, policy direction and technical support to all executive branch agencies of state government in the application of information technology and the delivery of information services. Its goal is to transform the Commonwealth's use of information technology to improve the efficiency of state government and delivery of services.

The **Department for Facilities and Support Services** is responsible for the Commonwealth's preservation of historic properties; capital construction program; real property acquisition, disposition and leasing services; the daily operation and maintenance of state-owned properties and surplus property services.

The following agencies are administratively attached to the Finance and Administration Cabinet and are not covered by this affirmative action plan:

- Kentucky Housing Corporation
- Kentucky Higher Education Assistance Authority
- Kentucky Higher Education Student Loan Corporation
- Commonwealth Credit Union
- Kentucky River Authority
- Kentucky Executive Branch Ethics Commission
- Kentucky Teachers' Retirement System
- Kentucky Employees Retirement Systems
- State Investment Commission
- Kentucky Asset/Liability Commission
- Kentucky Private Activity Bond Allocation Committee
- Kentucky Local Correctional Facilities Construction Authority
- State Property and Buildings Commission
- Turnpike Authority of Kentucky
- Historic Properties Advisory Commission
- Kentucky Tobacco Settlement Trust Corporation

V. Finance and Administration Cabinet Agency Locations

A statewide listing of Finance and Administration Cabinet office locations follows.

Finance and Administration Cabinet

Office of the Secretary
 Capitol Annex, Room 383
 Frankfort, KY 40601

Office of Administrative Services
 Division of Fleet Management
 369 Warsaw Street
 Frankfort, KY 40601

Office of Administrative Services
Division of Postal Services
Primary Mail Center
1230 Wilkinson Blvd.
Frankfort, KY 40601-1200

Office of the Controller
Division of Local Government Services
Social Security Coverage & Reporting Branch
501 High Street
State Office Building
Frankfort, KY 40602-0639

Department for Facilities & Support Services

Commissioner's Office
701 Holmes Street
Frankfort, KY 40601

Division of Engineering & Contract Administration
403 Wapping Street
Frankfort, KY 40601

Division of Historic Properties
700 Louisville Road
Berry Mansion
Frankfort, KY 40601

Division of Real Properties
403 Wapping Street
Frankfort, KY 40601

Office of Building and Mechanical Services
701 Holmes Street
Frankfort, KY 40601

London State Office Building
85 State Police Road
London, KY 40741

Madisonville State Office Building
625 Hospital Drive
Madisonville, KY 42431

L & N Building
908 West Broadway
Louisville, KY 40203-2029

Spindletop
2624 Research Park Drive
Lexington, KY 40511

Department of Revenue

Commissioner's Office
501 High Street
State Office Building
Frankfort, KY 40601

PVA Administration Support Branch
501 High Street
State Office Building
Frankfort, KY 40601

Ashland Taxpayer Service Center
134 16th Street
Ashland, KY 41101-7670

Bowling Green Taxpayer Service Center
201 West Professional Park Court
Bowling Green, KY 42104-3278

Central Kentucky Taxpayer Service Center
501 High Street
P.O. Box 657
Frankfort, KY 40620-0657

Corbin Taxpayer Service Center
15100 N US 25 E Suite 2
Corbin, KY 40701-6188

Hopkinsville Taxpayer Service Center
181 Hammond Drive
Hopkinsville, KY 42240-7926

Louisville Taxpayer Service Center
908 West Broadway
Louisville, KY 40202

Northern Kentucky Taxpayer Service Center
Suite 190, Turfway Ridge Office Park
7310 Turfway Road
Florence, KY 41042-4871

Owensboro Taxpayer Service Center
401 Frederica Street
Owensboro, KY 42301

Paducah Taxpayer Service Center
Clark Business Complex, Suite G
2928 Park Avenue
Paducah, KY 42001-4024

Pikeville Taxpayer Service Center
Uniplex Center, Suite 203
126 Trivett Drive
Pikeville, KY 41501-1275

Department of Revenue
Division of Operations
501 High Street
Frankfort, KY 40601

Commonwealth Office of Technology

Commissioner's Office
120 Glens Creek Rd
Jones Building
Frankfort, KY 40601

Office of Application Development
100 Fair Oaks Ln.
Frankfort, KY 40601

Division of Geographic Information
403 Wapping Street
Frankfort, KY 40601

Office of Infrastructure Services
101 Cold Harbor Drive
Frankfort, KY 40601

Kentucky Emergency Warning System (KEWS)
100 Minuteman Parkway
Frankfort, KY 40601

COT Communications & Installations Services
101 Commerce Dr.
Frankfort, KY 40601

COT Division of Printing Services
300 Myrtle Avenue
Frankfort, KY 40601

COT Field Services
1046 N Searcy Way
Bowling Green, KY 42101

COT Field Services
85 State Police Road
London, KY 40741

VI. Designation of Responsibilities

The success of the Cabinet's Affirmative Action Plan depends on the cooperation of key personnel. This section summarizes their roles. (Note: The list of duties may not be exhaustive of those performed.)

A. Cabinet Secretary

Cabinet Secretaries are responsible for ensuring the development, implementation and maintenance of their cabinet's affirmative action program. Cabinet Secretaries shall:

1. Appoint an EEO Coordinator for the cabinet. The EEO Coordinator shall be designated in writing and the identity of the coordinator shall be provided to all cabinet employees. The Office of Diversity & Equality (ODE) shall also be notified of each cabinet's designated EEO Coordinator.
2. Instruct each Commissioner, Executive Director and the Appointing Authority to carry out the goals and objectives of the State Affirmative Action Plan.
3. Coordinate training available for the Cabinet EEO Coordinator and supervisors to familiarize them with the State Affirmative Action Plan and all federal and State government statutes, regulations and policies prohibiting discrimination in employment, opportunities for professional growth, and employment benefits.
4. Ensure that the Appointing Authority and EEO Counselors receive appropriate training and information regarding federal and state anti-discrimination statutes and regulations.
5. Develop an action plan according to the priorities established for addressing the identified problem areas. These shall become a part of the cabinet's Affirmative Action Program. In developing this element of the program, the following guidelines shall be followed:

Action plans must specify how the cabinet will move forward with increasing diversity in the workforce. This shall include, but not be limited to the following:

- a. the sequence of activities, which must be completed;
 - b. the person/persons responsible for the completion of each activity; and
 - c. the date by which each activity shall be completed.
6. Conduct periodic meetings with management staff to ensure compliance, discuss problem areas and promote understanding of affirmative action and equal employment opportunity responsibilities.
 7. Ensure the fair and equitable administration of the EEO Complaint Procedure, Grievance Procedure or any other applicable state or federal law without retaliation or reprisal against any person filing a complaint, or against any person giving testimony or aiding in the resolution of a complaint.

8. Direct the formulation, implementation and monitoring of the cabinet's affirmative action and diversity programs.
9. Review each internal personnel procedure to identify any barriers to equal employment opportunity.
10. Complete an analysis of personnel policies and procedures to provide an evaluation of the cabinet's status in assuring equal employment opportunities. This component shall address the following:
 - a. recruitment;
 - b. selection, promotions and transfers;
 - c. demotion, disciplinary actions and terminations; and
 - d. compensation.
11. Assure that all official stationery and prepared correspondence contain the disclaimer "An Equal Opportunity Employer M/F/D."
12. Display the Commonwealth's Equal Employment Opportunity Policy Statement along with other required statements and posters conspicuously in state facilities.

B. Cabinet EEO Coordinator

The Cabinet EEO Coordinator shall have direct access to the Cabinet Secretary (or designee) and has primary responsibility for the cabinet's affirmative action program in compliance with the State's Affirmative Action Plan. The Cabinet EEO Coordinator shall:

1. Develop Cabinet Affirmative Action program, policy statements, and related policies.
2. Assist in the identification, selection and training of prospective EEO counselors prior to their designation.
3. Identify problem areas (i.e. clusters of EEO related complaints) and provide assistance in the resolution of problem areas in the agency.
4. Provide employees with information on Employee Rights and Complaint Filing Options.
5. Evaluate the affirmative action program's effectiveness, and provide recommendations for improvements.
6. Provide periodic reports to management regarding progress toward equal opportunity in the cabinet and of the latest developments in affirmative action.

7. Evaluate, revise and update the cabinet's affirmative action program as necessary. The results of this process must be forwarded to the ODE with a copy of the cabinet's revised program.
8. Conduct investigations of discrimination, harassment and retaliation complaints within their cabinet, and upon request for assistance by other agencies (with referral from ODE and approval from the Cabinet Secretary or designee).
9. Coordinators are expected to participate in professional development and workshops hosted by the EEO Coalition.
10. Submit quarterly reporting form by the deadline established by the ODE.

C. Cabinet ADA Coordinator

The Cabinet ADA Coordinator shall have direct access to the Cabinet Secretary (or designee) and has primary responsibility for the cabinet's Americans with Disabilities Act (ADA) program. The Cabinet ADA Coordinator shall:

1. Coordinate efforts to complete the required agency self-evaluation.
2. Ensure that publications, i.e. handbooks, manuals, pamphlets, and posters are in an accessible format and comply with ADA.
3. Coordinate the development and dissemination of agency ADA procedures.
4. Design and implement monitoring procedures and reporting systems, which will:
 - a. measure the effectiveness of the agency's program;
 - b. ensure facility and work areas are in compliance with the ADA; and
 - c. indicate the need for corrective action.
5. Evaluate, revise and update the cabinet's program on a semi-annual basis. The results of this process must be forwarded to the State ADA Coordinator's Office and ODE, with a copy of the cabinet's revised program.
6. Coordinate ongoing agency training regarding ADA.

D. Director of Human Resources (or Designee)

The Director of Human Resources is the Appointing Authority for the Cabinet, reports to the Executive Director of Administrative Services, and is responsible for ensuring that all personnel programs are in compliance with the cabinet's affirmative action program and the State's Affirmative Action Plan. The Director of Human Resources shall:

1. Assist with the development of the cabinet's affirmative action program by providing workforce data, personnel policy review and personnel-related corrective action strategies.
2. Develop, maintain and evaluate recruitment, selection, training, promotional, employment and other related programs to ensure compliance with the cabinet and State Affirmative Action Plan.
3. Assist with quarterly reporting to ODE.

E. EEO Counselors

The EEO Counselors report to the Cabinet EEO Coordinator and refer employee complaints to the EEO Coordinator. The EEO Counselors shall:

1. Attend EEO related trainings conducted through ODE.
2. Handle initial intake for EEO-, sexual harassment-, retaliation- or ADA-related complaints or grievances (The Cabinet EEO Coordinator will take the lead in investigating complaints).
3. Be well-versed in employee complaint and grievance procedures and avenues of appeal, such as the Kentucky Human Rights Commission, the Grievance Procedure (101 KAR 1:375) and the Personnel Board (101 KAR 1:365). Inform employees about complaint and grievance procedures and avenues of appeal.
4. Notify the Cabinet EEO Coordinator when a complaint, request for accommodation under the Americans with Disabilities Act, or request for reasonable religious accommodation is received.

F. Commissioners, Executive Directors, Section Heads, Managers and Supervisors

Commissioners, Executive Directors, Section Heads, Managers and Supervisors ensure compliance with the State Affirmative Action Plan, through the cabinet's affirmative action program and promote Equal Employment Opportunity for all employees. (Note: Section Heads include Division Directors, Branch Managers, Supervisors, etc.) Commissioners, Executive Directors, Section Heads, Managers and Supervisors shall:

1. Assist the Cabinet EEO Coordinator in identifying and resolving problems and eliminating barriers, which inhibit equal employment opportunity.
2. Support the objectives and initiatives of the cabinet's affirmative action program.
3. Communicate the cabinet's affirmative action program to all assigned employees.
4. Ensure compliance with cabinet EEO training requirements.

5. Submit the affirmative action quarterly reporting form by the deadline established by the Cabinet EEO Coordinator.
6. Comply with EEO investigations.
7. Ensure dissemination of EEO/affirmative action and ADA procedures and forms to employees without Internet or e-mail access.
8. According to the State Affirmative Action plan, any supervisor receiving an EEO complaint shall report the complaint to the Cabinet EEO Coordinator or the State EEO Coordinator. Consequently, section heads, managers and supervisors shall notify the Cabinet EEO Coordinator when:
 - a. he/she witnesses or becomes aware of potential discrimination, harassment or retaliation;
 - b. any employee makes an allegation of discrimination, harassment or retaliation; or
 - c. an employee requests a reasonable religious accommodation.

G. Employees

Employees are responsible for following and supporting all laws, rules, and regulations that govern equal employment opportunity in the workplace, including timely compliance with any cabinet directed training. Employees will also participate in any cabinet directed investigations, including EEO investigations.

Finance and Administration Cabinet employees shall:

1. avoid engaging in offensive or inappropriate behavior at work to ensure a workplace that is free from harassment, discrimination and retaliation at all times.
2. report any instances of harassment, discrimination, or retaliation at work by anyone including managers, supervisors, co-workers, contract employees, visitors, vendors or customers.

VII. Personnel: Policies, Procedures, and Analysis

A. Recruitment

The Cabinet fills vacancies through transfers, internal promotion, and appointments from personnel registers. Occasionally, when it has difficulty recruiting for a specific job classification, the Cabinet advertises positions in newspapers to find qualified applicants.

B. Selection

Selection actions are processed according to the Kentucky Administrative Regulations and the Kentucky Revised Statutes. The Cabinet conducts interviews (as appropriate) for

transfers and promotions. The Cabinet reviews qualifications for register selections, interviews applicants, and selects applicants based on need and qualifications.

C. Promotion

Promotions are processed according to the Kentucky Administrative Regulations and the Kentucky Revised Statutes. As appropriate, the Cabinet:

1. interviews qualified applicants;
2. considers qualifications, record of performance, conduct, seniority, and performance evaluations; and
3. makes recommendations for selection to the appointing authority.

D. Demotion

Demotion actions are processed according to the Kentucky Administrative Regulations and the Kentucky Revised Statutes. Classified employees with status are not demoted except for cause.

Demotions fall into two (2) categories--voluntary and involuntary. Voluntary demotions occur, for example, when an employee applies for and accepts a position at a lower grade. Involuntary demotion actions occur only for cause. The appointing authority and the legal staff conduct a thorough investigation to determine whether the demotion is an appropriate action.

E. Transfers

Transfers are processed according to the Kentucky Administrative Regulations and the Kentucky Revised Statutes. The appointing authority approves transfers in advance. Transfers may be voluntary or involuntary. The appointing authority and legal staff investigate involuntary transfers to ensure that a fair process has taken place and that the need for transfer is justified.

F. Disciplinary Actions

Disciplinary actions are processed according to the Kentucky Administrative Regulations and the Kentucky Revised Statutes. The appointing authority and legal staff investigate all disciplinary actions that could result in demotion, suspension or termination. The Cabinet conducts pre-disciplinary hearings before demotion actions.

G. Terminations

The Cabinet routinely accepts and processes resignations and retirements.

Dismissals are processed according to the Kentucky Administrative Regulations and the

Kentucky Revised Statutes. The Cabinet does not dismiss classified employees with status except for cause. The appointing authority and the legal staff conduct a thorough inquiry before dismissal actions are administered.

Layoffs are processed according to the Kentucky Administrative Regulations and the Kentucky Revised Statutes. Layoffs are not used as a method of dismissal. The appointing authority and the legal staff ensure that layoff procedures are administered according to applicable law.

H. Professional Development and Training

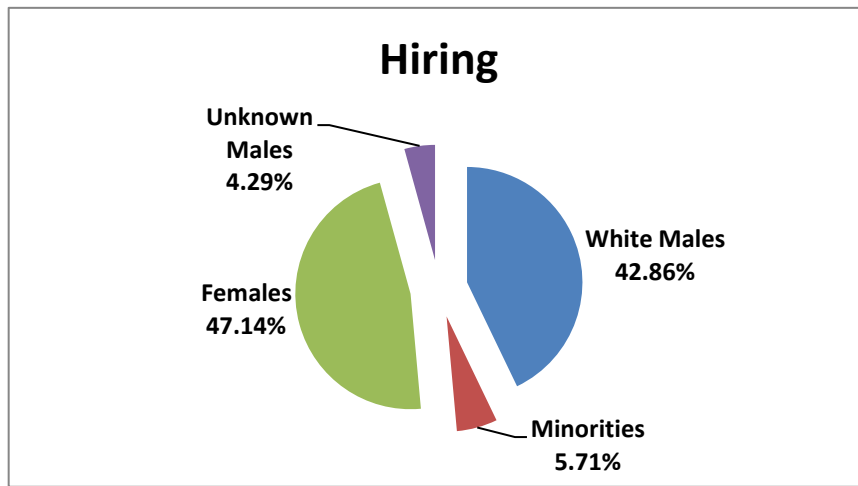
All employees are encouraged to, with prior supervisory approval, enroll in personal and career development courses and training opportunities, and/or to take college courses to enhance their job or capabilities. Applications for tuition assistance and training are screened at the agency or office head level and are then forwarded to the Division of Human Resources where applications are reviewed for accuracy and to ensure that the course or degree program is suited to the individual's job classification or one to which the individual could reasonably aspire. Tuition assistance is subject to budget constraints.

VIII. Personnel Activity

A summary of personnel activity for the period January 1, 2013 through December 31, 2013 follows.

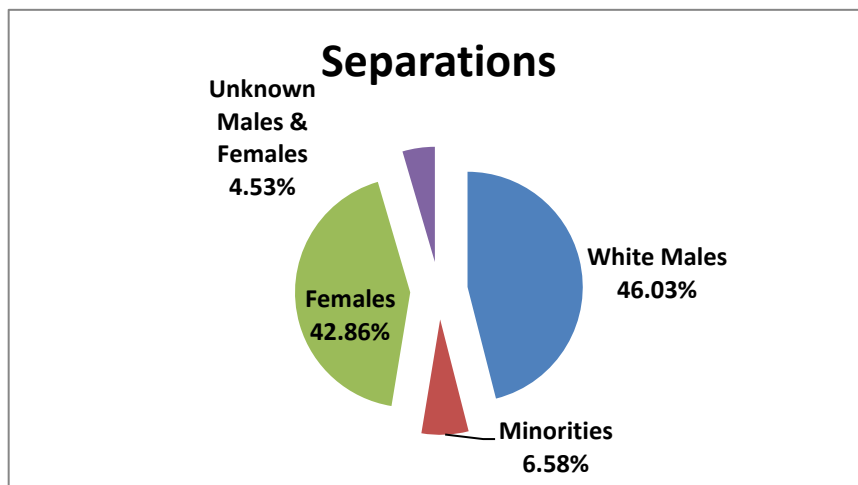
A. Hiring

The Cabinet hired 67 individuals. A percentage breakdown by race and gender reflects that 42.86% of the appointments were white males; 5.71% were minorities; and 47.14% were females. The remaining 4.29% was comprised of unknown males.



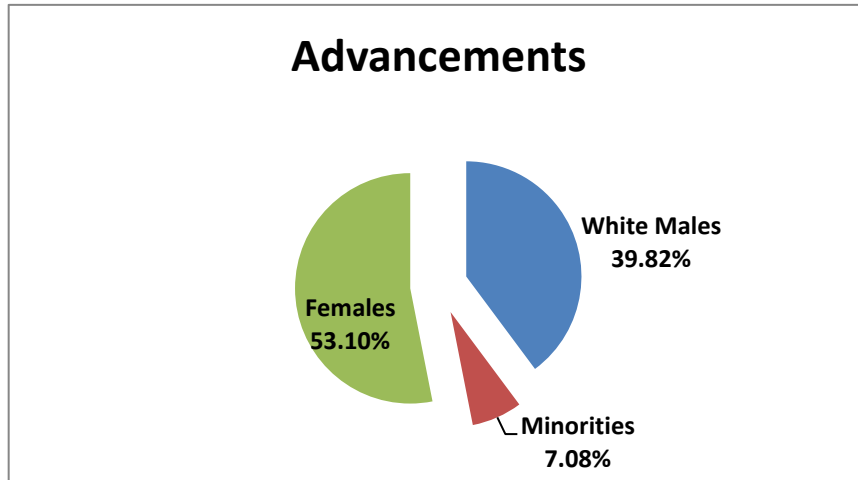
B. Separations

There were 411 separation actions. A percentage breakdown shows that 46.03% of the separations were white males; 6.58% were minorities; and 42.86% were females. The remaining 4.53% were unknown males and females.



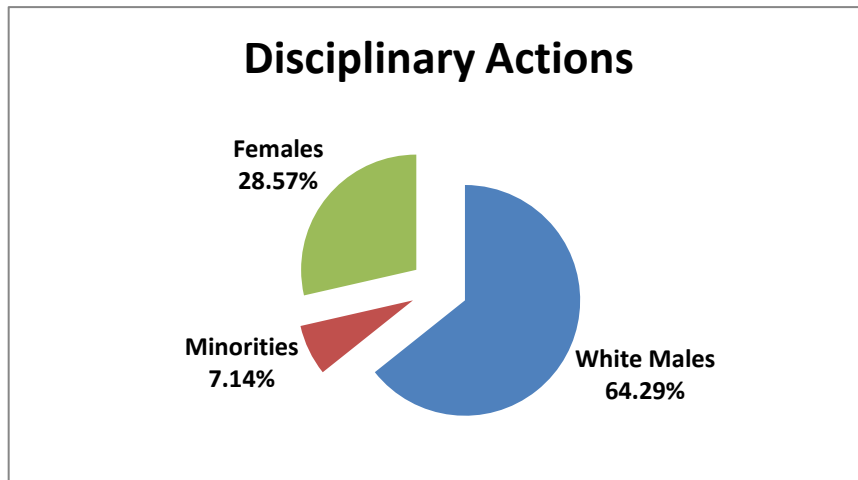
C. Advancements

There were 110 advancements. A percentage breakdown shows that 39.82% of the advancements were white males; 7.08% were minorities; and 53.10% were females.



D. Disciplinary Actions

Fourteen (14) employees received disciplinary action. A percentage breakdown shows that 64.29% of the disciplinary actions were white males; 7.14% were minority; and 28.57% were females.



IX. Availability Analysis

Availability is the percentage of women and minorities in the labor supply in an employer's geographical hiring area. Availability analyses provide the foundation for analyzing the workforce, conducting utilization analyses based on EEO job categories and establishing goals. The Kentucky Personnel Cabinet conducted an availability analysis for Executive Branch agencies using 2010 Census data. The analysis determined the percentage of women and minorities in the statewide civilian labor population is 50.8% and 12.2%, respectively. [Note: civilian labor includes all persons of working age (16 and older)].

X. Workforce Analysis

A workforce analysis provides an overview of where minorities and females are employed within specific job groups. On December 31, 2013, the Finance and Administration Cabinet had 1,982 employees. There were 172 minority employees and 890 female employees. Minorities and females accounted for 8.68% and 44.90%, respectively of the Cabinet's workforce. These employees were represented in seven (7) EEO job categories—Officials and Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers and Service/Maintenance. The EEO job categories organize occupations with similar duties, responsibilities, pay grades and promotional opportunities. (Note: The workforce analysis covers the Finance and Administration Cabinet's Office of the Secretary, Department of Revenue, Office of the Controller, Department for Facilities and Support Services and the Commonwealth Office for Technology. Employees in these offices and departments are under the direct control and management of the Finance and Administration Cabinet.)

The breakdown of Finance employees by EEO job category for the period ending December 31, 2013 follows:

EEO Job Category	Total Employees	# Minority Employees	Minority Percentage	# Female Employees	Female Percentage
Officials & Administrators	389	28	7.20	152	39.07
Professionals	1,099	98	8.92	573	52.14
Technicians	233	22	9.44	81	34.76
Paraprofessionals	52	4	7.69	30	57.69
Administrative Support	65	7	10.77	36	55.38
Skilled Craft Workers	96	3	3.13	4	4.17
Service/Maintenance	48	10	20.83	14	29.17
Grand Totals	1,982	172	8.68	890	44.90

(Data source: KHRIS)

XI. Utilization Analysis

The utilization analysis uses the workforce and availability analyses to determine whether minorities and women are employed in the Cabinet to the same degree that they are available in

the Kentucky civilian labor market. The utilization of minority and female employees fall short of the December 31, 2013 goal set by Governor Steven L. Beshear of 10.2% minority and 50.8% female. (Note: The utilization analysis covers the Finance and Administration Cabinet's Office of the Secretary, Department of Revenue, Office of the Controller, Department for Facilities and Support Services and the Commonwealth Office for Technology. Employees in these offices and departments are under the direct control and management of the Finance and Administration Cabinet.)

A. Analysis by Cabinet, Office and Department

A utilization analysis for the entire Cabinet and each office and department follows.

Cabinet

The Cabinet utilizes the following EEO job categories: Officials and Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers and Service/Maintenance.

Minorities exceed the employment goal in the Administrative Support and Service/Maintenance job categories. However, minorities are underutilized in the remaining job categories.

Females exceed the employment goal in the Professionals, Paraprofessionals and Administrative Support job categories. However, females are underutilized in the remaining job categories.

Office of the Secretary

The Office of the Secretary utilizes the following EEO job categories: Officials and Administrators, Professionals, Paraprofessionals, Administrative Support, Skilled Craft Workers and Service/Maintenance.

Minorities exceed the employment goal in the Officials and Administrators, Administrative Support and Skilled Craft Workers job categories. However, minorities are underutilized in the Professionals, Paraprofessionals and Service/Maintenance categories.

Females exceed the employment goal in the Professionals job category. However, females are underutilized in the remaining EEO job categories.

Commonwealth Office of Technology

The Commonwealth Office of Technology utilizes the following EEO job categories: Officials and Administrators, Professionals, Technicians, Administrative Support and Service/Maintenance.

Minorities are underutilized in each job category.

Females exceed the employment goal in the Administrative Support job category. However, females are underutilized in the remaining job categories.

Department of Revenue

The Department of Revenue utilizes the following EEO job categories: Officials and Administrators, Professionals, Technicians, Paraprofessionals and Administrative Support.

Minorities are underutilized in each job category.

Females exceed the employment goal in each job category.

Office of the Controller

The Office of the Controller utilizes the following EEO job categories: Officials and Administrators, Professionals, Technicians and Administrative Support.

Minorities are underutilized in each job category.

Females exceed the employment goal in the Officials and Administrators, Technicians and Administrative Support job categories. However, females are underutilized in the Professionals job category.

Department for Facilities and Support Services

The Department for Facilities and Support Services utilizes the following EEO job categories: Officials and Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers and Service/Maintenance.

Minorities exceed the employment goal in the Professionals, Technicians, Administrative Support and Service/Maintenance job categories. However, minorities are underutilized in the Officials and Administrators, Paraprofessionals and Skilled Craft Workers job categories.

Females exceed the employment goal in the Paraprofessionals and Administrative Support job categories. However, females are underutilized in the Officials and Administrators, Professionals, Technicians, Skilled Craft Workers and Service/Maintenance job categories.

B. EEO Data Tables

Data regarding the overall utilization of minorities and females within the Cabinet and each department and office follows.

Finance and Administration Cabinet

EEO Job Category	Total Employees	# Minority	% Minority	Underutilized	Minority Goal	# Female	% Female	Underutilized	Female Goal
Officials & Administrators	389	28	7.20	YES	10.20	152	39.07	YES	50.80
Professionals	1,099	98	8.92	YES	10.20	573	52.14	NO	50.80
Technicians	233	22	9.44	YES	10.20	81	34.76	YES	50.80
Paraprofessionals	52	4	7.69	YES	10.20	30	57.69	NO	50.80
Administrative Support	65	7	10.77	NO	10.20	36	55.38	NO	50.80
Skilled Craft Workers	96	3	3.13	YES	10.20	4	4.17	YES	50.80
Service/Maintenance	48	10	20.83	NO	10.20	14	29.17	YES	50.80
Total	1,982	172	8.68			890	44.90		

(Data source: KHRIS)

Office of the Secretary

EEO Job Category	Total Employees	# Minority	% Minority	Underutilized	Minority Goal	# Female	% Female	Underutilized	Female Goal
Officials & Administrators	21	3	14.29	NO	10.20	9	42.86	YES	50.80
Professionals	71	6	8.45	YES	10.20	40	56.34	NO	50.80
Paraprofessionals	3	0	0.00	YES	10.20	0	0.00	YES	50.80
Administrative Support	29	4	13.79	NO	10.20	5	17.24	YES	50.80
Skilled Craft Workers	7	1	14.29	NO	10.20	1	14.29	YES	50.80
Service/Maintenance	2	0	0.00	YES	10.20	0	0.00	YES	50.80
Total	133	14	10.53			55	41.35		

(Data source: KHRIS)

Commonwealth Office of Technology

EEO Job Category	Total Employees	# Minority	% Minority	Underutilized	Minority Goal	# Female	% Female	Underutilized	Female Goal
Officials & Administrators	201	16	7.96	YES	10.20	50	24.88	YES	50.80
Professionals	191	16	8.38	YES	10.20	58	30.37	YES	50.80
Technicians	129	13	10.08	YES	10.20	30	23.26	YES	50.80
Administrative Support	2	0	0.00	YES	10.20	2	100.00	NO	50.80
Service/Maintenance	1	0	0.00	YES	10.20	0	0.00	YES	50.80
Total	524	45	8.59			140	26.72		

(Data source: KHRIS)

Department of Revenue

EEO Job Category	Total Employees	# Minority	% Minority	Underutilized	Minority Goal	# Female	% Female	Underutilized	Female Goal
Officials & Administrators	117	7	5.98	YES	10.20	72	61.54	NO	50.80
Professionals	676	55	8.14	YES	10.20	404	59.76	NO	50.80
Technicians	85	7	8.24	YES	10.20	48	56.47	NO	50.80
Paraprofessionals	45	4	8.89	YES	10.20	26	57.78	NO	50.80
Administrative Support	27	2	7.41	YES	10.20	23	85.19	NO	50.80
Total	950	75	7.89			573	60.32		

(Data source: KHRIS)

Office of the Controller

EEO Job Category	Total Employees	# Minority	% Minority	Underutilized	Minority Goal	# Female	% Female	Underutilized	Female Goal
Officials & Administrators	26	1	3.85	YES	10.20	15	57.69	NO	50.80
Professionals	46	1	2.17	YES	10.20	23	50.00	YES	50.80
Technicians	1	0	0.00	YES	10.20	1	100.00	NO	50.80
Administrative Support	3	0	0.00	YES	10.20	3	100.00	NO	50.80
Total	76	2	2.63			42	55.26		

(Data source: KHRIS)

Department for Facilities & Support Services

EEO Job Category	Total Employees	# Minority	% Minority	Underutilized	Minority Goal	# Female	% Female	Underutilized	Female Goal
Officials & Administrators	24	1	4.17	YES	10.20	6	25.00	YES	50.80
Professionals	115	20	17.39	NO	10.20	48	41.74	YES	50.80
Technicians	18	2	11.11	NO	10.20	2	11.11	YES	50.80
Paraprofessionals	4	0	0.00	YES	10.20	4	100.00	NO	50.80
Administrative Support	4	1	25.00	NO	10.20	3	75.00	NO	50.80
Skilled Craft Workers	89	2	2.25	YES	10.20	3	3.37	YES	50.80
Service/Maintenance	45	10	22.22	NO	10.20	14	31.11	YES	50.80
Total	299	36	12.04			80	26.76		

(Data source: KHRIS)

XII. Goals and Timetables

The State Affirmative Action Plan establishes minority and female employment goals of 12.2% and 50.8%, respectively. According to the State Plan, 'Based on census data and current employment figures, the Commonwealth has already reached the 50.8% hiring goal for female employment. The increase in the minority hiring goal will be measured on an incremental basis starting with the December 2013 Semi-Annual Report on Female & Minority Employment. The timetable for implementing the minority hiring goals is as follows:'

<u>Reporting Period</u>	<u>Goal</u>	<u>% Increase</u>
December 31, 2013	10.2%	0.2%
June 30, 2014	10.7%	0.5%
December 31, 2014	11.2%	0.5%
June 30, 2015	11.7%	0.5%
December 31, 2015	12.2%	0.5%

XIII. Problems, Barriers, and Corrective Action

Based on the results of an EEO survey, the Cabinet identified potential barriers to equal employment opportunity and proposed corrective action strategies. A discussion of the potential barriers and corrective action strategies follows (Note: This section covers the Finance and Administration Cabinet's Office of the Secretary, Department of Revenue, Office of the Controller, Department for Facilities and Support Services and the Commonwealth Office for Technology. Employees in these offices and departments are under the direct control and management of the Finance and Administration Cabinet.):

A. Workforce

A review of the Cabinet's workforce composition shows that minorities and females have not achieved full representation—10.2% minority and 50.8% female—in all areas as of December 31, 2013. Minorities are underutilized in five (5) out of seven (7) job categories and exceed utilization only in the Administrative Support and Service/Maintenance categories. Females exceed utilization in three (3) out of seven (7) job categories—Professionals, Para Professionals, and Administrative Support. However, females are underutilized in the remaining four (4) job categories. Attention is needed in these areas to improve representation.

The Finance and Administration Cabinet's employee roster is governed by a cap, which is distributed by the Governor's Office for Policy and Management each fiscal year. The allotted cap for the Cabinet is derived by current budget availability. This cap is then distributed accordingly, at the Cabinet level, to Offices and Departments within the Cabinet. Executive management of the offices/departments then distribute their allotted cap accordingly, within their agency, down to the Division level.

Once the cap has been distributed, all agencies are directed to maintain their employee roster by not exceeding their allotted cap. Due to budget shortfall, the majority of the

agencies maintain “full cap” in order to successfully achieve agency goals and objectives. The ability to hire additional new employees is only achieved when a new program has been implemented and additional workforce can be justified. When the cap is reduced by attrition, agencies are able to backfill via internal mobility or competitive register requests. That said, achieving and maintaining agency race, sex and/or minority and female hiring goals proves to be difficult due to budgetary constraints.

According to data from the Personnel Cabinet, to reach 10.2% minority and 50.8% female utilization, the Cabinet would have to increase the number of minority and female employees by 35.7 and 138.2, respectively. When viewed in its totality, the Cabinet needs to increase the number of minorities and females by 173.9. However, as of June 30, 2014, there are 25 vacant, budgeted, full-time positions—148.9 positions below the number needed to reach full utilization. As an equal opportunity employer, when filling vacant, budgeted positions the Cabinet follows applicable statutes and regulations to select the most qualified candidates. (Data Source: KHRIS)

While the Cabinet cannot control the impact of the personnel cap on overall employee utilization, it can more closely monitor the selection rate of minorities and females when vacant positions are filled and, when minorities are promoted or reclassified. Consequently, to address the underutilization of minorities and females, the Cabinet will implement corrective action strategies specific to recruitment and outreach, selection and promotion, and employee training.

- During regularly scheduled executive staff meetings, the Cabinet EEO Coordinator will conduct semi-annual briefings with the Cabinet Secretary, Commissioners, Executive Directors and Section Heads to discuss affirmative action and equal employment opportunity; the utilization of minorities and females; the Cabinet's progress in attaining the projected goals for minority and female employment; etc.

To comply with the requirements of the State Affirmative Action Plan directing cabinets to complete an analysis of personnel policies and procedures that address compensation, the Cabinet will:

- Request a salary equity report from the Personnel Cabinet. Following receipt of the report, the Cabinet will report on salary equity as it applies to minority and female employees (Note: KHRIS did not contain a salary equity report. As such, the Cabinet was unable to conduct the required compensation analysis).

B. Resources

One of the most serious and immediate concerns in equal employment opportunity and affirmative action programs are budget, staff and staff time dedicated to the EEO function. EEO/CC staff and EEO Counselors perform a variety of duties for their respective agencies; and, in some instances, sufficient resources and training opportunities to fulfill the EEO function are limited. To address this issue, the Cabinet will:

- Identify and participate in low cost and free EEO/AA/ADA webinars and audio conferences offered by the Personnel Cabinet and Job Accommodation Network.

Identification of these training opportunities will be ongoing.

In addition, the Cabinet will capitalize on opportunities to provide information about EEO and affirmative action to its employees on a regular basis.

- Submit EEO-related articles for inclusion in the Cabinet's weekly newsletter.
- Post the Cabinet's affirmative action plan on the Finance Internet and Intranet sites.

C. Recruitment and Outreach

Limited staff precludes assigning recruitment responsibilities as a full-time function. A partnership with the Personnel Cabinet will enhance targeted recruitment efforts to increase females and minorities in underutilized job categories and overall employment.

The Cabinet has identified the following action items as priorities:

- Establish a working relationship with the Personnel Cabinet's recruiter to coordinate recruiting efforts with the added benefit of the cost savings associated with booth sharing. In addition, the Cabinet will seek assistance from the Recruiter with developing a recruitment strategy.
- Develop a recruitment strategy that addresses underutilization following the publication of a recruitment guide by ODE. As part of the strategy, the Cabinet will inform recruiting sources of the State's and Cabinet's policy regarding equal employment opportunity. In addition, the Cabinet will ask recruiting sources to refer qualified candidates without regard to their race, color, religion, sex, national origin, sexual orientation, gender identity, ancestry, age (40 or older), disability, genetic information, political affiliation or veteran status.
- Continue to encourage minority employees to apply for acceptance in the Governor's Minority Management Training Program when enrollment opens. The purpose of the program, which is a recruitment and development tool, is to increase the representation of minority managers throughout state government. Further, the Cabinet will support the program by continuing to participate on interview/selection panels, providing mentors and/or making presentations.

D. Selection and Promotion

Based on the analysis of personnel activity, minorities and females were hired at a rate less than their availability in the labor market; and, minorities were promoted or reclassified at a rate less than their availability in the labor market. Therefore, the Cabinet will:

- Continue to promote employee participation in professional development

opportunities. Training and educational programs are available to employees to enhance current skills or obtain additional skills to improve their opportunities for advancement.

- Encourage managers and supervisors that conduct interviews to take Hiring & Selection Process: Best Practices and/or Introduction to Structured Behavioral Interviewing through the Personnel Cabinet's Governmental Services Center.
- Continue to require all Cabinet agencies to consider and offer interviews to minority and female applicants. A standard form summarizing the agency's efforts—including the number of minorities and females interviewed for each vacant position—is kept on file in the Division of Human Resources.
- Develop a list of minority and female interviewers that are available to serve on interview panels throughout the Cabinet when needed.
- Monitor the racial and gender diversity on interview panels. The Cabinet will ensure that interview panels comprised of at least three (3) people conduct interviews for vacant positions. These panels must have racial and gender diversity when such diversity exists in the geographical hiring area.

Implementation is directly related to personnel activity and the personnel cap. Consequently, the Cabinet will assign the highest priority to agencies:

- that have the highest turnover;
- that have the most budgeted vacancies; and,
- that have achieved less than half of the minority and/or female hiring goals.
- Develop a list of interview do's and don'ts.

E. Prevention and Investigation of Discrimination, Harassment and Retaliation

A survey of Cabinet departments, offices and divisions found that employee training requirements are not uniformly applied by all agencies. Consequently, the Cabinet identified the following as corrective action strategies:

- Continue to include information regarding Equal Employment Opportunity and Affirmative Action as part of New Employee Orientation. The orientation identifies the Cabinet EEO Coordinator and EEO Counselors by name and includes a review of current policies and complaint procedures.
- Require new employees to take Anti-Harassment training within the first ninety (90) days of employment with the Finance and Administration Cabinet.

- Require all employees to take one EEO training course every two (2) years, alternating subjects, so that both Anti-Harassment and Diversity training are completed within a four (4) year time frame.
- Update Cabinet EEO, sexual harassment and ADA procedures.

F. Program Monitoring, Evaluation, and Reporting

To comply with the requirements of the State Affirmative Action Plan the Cabinet will:

- Submit the Quarterly Affirmative Action & Equal Employment Opportunity Report to ODE. Reports shall be submitted no later than January 30, April 30, July 30 and October 30.
- Monitor utilization quarterly and send a report to the Cabinet Secretary, Commissioners, Executive Directors and the Appointing Authority.
- Monitor personnel activity—hires, advancements, separations and disciplinary actions—quarterly and send a report to the Cabinet Secretary, Commissioners, Executive Directors and the Appointing Authority.
- Survey each department, office and division in November of each year. The survey is a self-assessment of the Cabinet's employment practices and will assist in identifying problem, barriers and developing corrective action, and measure the progress of corrective action strategies within this affirmative action plan.
- On a semi-annual basis, develop reports to identify employees that need initial EEO training and employees that need refresher training. Ensure all employees take required training.
- On a quarterly basis, obtain a list of new employees and determine whether the employees have fulfilled the Cabinet's EEO training requirement. Ensure all new employees take required training.

G. Dispute Resolution

A survey of Cabinet departments, offices and divisions found that complaint reporting was not handled consistent with standard procedures in some agencies. Consequently, the Cabinet identified the following as affirmative strategies:

- Commissioners, Executive Directors, Section Heads, Managers, and Supervisors shall report all EEO complaints to the Cabinet EEO Coordinator or State EEO Coordinator.
- Commissioners, Executive Directors, Section Heads, Managers, and Supervisors shall report all ADA complaints to the Cabinet ADA Coordinator or State ADA

Coordinator.

- Encourage employees to use the services provided by the Kentucky Employee Assistance Program to improve working relationships, communication and performance.

H. ADA Compliance

A survey of Cabinet departments, offices and divisions found that requests for reasonable accommodations were not handled consistent with standard procedures in some agencies. Consequently, the Cabinet identified the following as affirmative strategies:

- All requests for reasonable accommodation shall be submitted to the Cabinet ADA Coordinator to ensure employees receive the appropriate accommodation.

To comply with the requirements of the State Affirmative Action Plan:

- Request guidance from the State ADA Coordinator and ODE about evaluating, revising and updating the Cabinet's ADA Plan. Following receipt of guidance, comply with evaluation and reporting protocols.
- Request training from the State ADA Coordinator and ODE regarding ensuring facilities and work areas are ADA compliant.

XIV. Corrective Action Responsibilities and Timeframes

A summary of corrective action items, responsible parties and timeframes/completion dates follows:

Area of Concern	Corrective Action Item	Responsible Party	Timeframe/ Completion Date
Workforce			
	Conduct EEO/Affirmative Action briefings with Cabinet Secretary and major management	Cabinet EEO Coordinator	Semi-annually
	Request a salary equity report	Cabinet EEO Coordinator	June 30, 2014
Resources			
	Attend free/low cost EEO and ADA webinars and audio conferences	Cabinet EEO Coordinator	Ongoing
	Include EEO articles in the Cabinet newsletter	Cabinet EEO Coordinator Public Information Officer	Semi-monthly July 2014 (begin)
	Post the AAP on the Cabinet's Internet and Intranet sites	Cabinet EEO Coordinator Public Information Officer	July 2014
Recruitment & Outreach			
	Work with the Personnel Cabinet's Recruiter	Appointing Authority Cabinet EEO Coordinator	October 2014
	Develop a recruitment strategy to address underutilization	Appointing Authority Cabinet EEO Coordinator	March 2015
	Encourage minority employees to apply for acceptance in the Governor's Minority Management Training Program (GMMTP) & provide support	Cabinet Secretary Cabinet EEO Coordinator Appointing Authority Commissioners, Executive Directors, Section Heads, Managers and Supervisors	Ongoing
Selection & Promotion			
	Promote employee participation in professional development opportunities	Cabinet Secretary Appointing Authority Commissioners, Executive Directors, Section Heads, Managers and Supervisors	Ongoing
	Encourage managers and supervisors to take behavioral interviewing classes	Appointing Authority	September 2014 (start) Ongoing
	Require agencies to complete interview summary sheets	Appointing Authority	Ongoing
	Develop a list of minority and female interviewers	Appointing Authority	September 2014
	Monitor the racial and gender diversity on interview panels.	Appointing Authority Cabinet EEO Coordinator	October 2014
	Use 3-person interview panels that reflect racial and gender diversity	Appointing Authority	October 2014

Area of Concern	Corrective Action Item	Responsible Party	Timeframe/ Completion Date
Selection & Promotion, continued			
	Develop a list of interview 'Do's and Don'ts'	Appointing Authority Cabinet EEO Coordinator	September 2014
Prevention and Investigation of Discrimination, Harassment and Retaliation			
	Include information about EEO and affirmative action in New Employee Orientation	Cabinet EEO Coordinator Appointing Authority	Ongoing
	Require new employees to take anti-harassment training within the first 90 days of employment	Cabinet EEO Coordinator Appointing Authority Commissioners, Executive Directors, Section Heads, Managers and Supervisors	July 2014
	Require employees to take EEO training every 2 years	Cabinet EEO Coordinator Appointing Authority Commissioners, Executive Directors, Section Heads, Managers and Supervisors	
	Update the EEO procedure	Cabinet EEO Coordinator Standard Procedures Coordinator Cabinet Personnel Attorney	July 2014
	Update the sexual harassment procedure	Cabinet EEO Coordinator Standard Procedures Coordinator Cabinet Personnel Attorney	September 2014
	Update the ADA procedure	Cabinet EEO Coordinator Standard Procedures Coordinator Cabinet Personnel Attorney	December 2014
Program Monitoring, Evaluation & Reporting			
	Submit quarterly reports to the Office of Diversity & Equality	Cabinet EEO Coordinator Appointing Authority	January 30 April 30 July 30 October 30
	Send quarterly utilization reports to the Cabinet Secretary and major management	Cabinet EEO Coordinator Appointing Authority	January 30 April 30 July 30 October 30
Area of Concern	Corrective Action Item	Responsible Party	Timeframe/

			Completion Date
Program Monitoring, Evaluation & Reporting, continued			
	Send quarterly personnel activity reports to the Cabinet Secretary and major management	Cabinet EEO Coordinator Appointing Authority	January 30 April 30 July 30 October 30
	Conduct an annual EEO survey	Cabinet EEO Coordinator	November
	Ensure all employees take required EEO training every two (2) years	Cabinet Secretary Cabinet EEO Coordinator Appointing Authority Commissioners, Executive Directors, Section Heads, Managers and Supervisors	Semi-annually
	Ensure all new employees take anti-harassment training within the first ninety (90) days of employment	Cabinet Secretary Cabinet EEO Coordinator Appointing Authority Commissioners, Executive Directors, Section Heads, Managers and Supervisors	Quarterly
Dispute Resolution			
	Require Commissioners, Executive Directors, Section Heads, Managers and Supervisors to report EEO complaints to the Cabinet EEO Coordinator	Cabinet Secretary Cabinet Personnel Attorney	July 2014 Ongoing
	Require Commissioners, Executive Directors, Section Heads, Managers and Supervisors to report ADA complaints to the Cabinet EEO Coordinator	Cabinet Secretary Cabinet Personnel Attorney	July 2014 Ongoing
	Encourage employees to use KEAP when needed	Appointing Authority Cabinet EEO Coordinator Commissioners, Executive Directors, Section Heads, Managers and Supervisors	Ongoing
ADA Compliance			
	Require Commissioners, Executive Directors, Section Heads, Managers and Supervisors to submit requests for reasonable accommodation under the ADA to the Cabinet EEO Coordinator	Cabinet Secretary Cabinet Personnel Attorney	July 2014 Ongoing
Area of Concern	Corrective Action Item	Responsible Party	Timeframe/

			Completion Date
ADA Compliance, continued			
	Request guidance from the State ADA Coordinator and ODE about the Cabinet's ADA Plan	Cabinet ADA Coordinator	August 2014
	Request training from the State ADA Coordinator and ODE about ensuring facilities and work areas are ADA compliant	Cabinet ADA Coordinator	October 2014