

*STATE OF HAWAII  
DEPARTMENT OF HUMAN SERVICES*

**AFFIRMATIVE ACTION  
COMPLIANCE PLAN  
2008-2010**

**July 1, 2008—June 30, 2010**

ISSUED AND APPROVED  
by the Director  
Department of Human Services

 07/02/08  
\_\_\_\_\_  
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## Executive Summary

This Affirmative Action Compliance Plan (AACP) is a voluntary effort to prevent under representation of protected groups in the Department of Human Services' (DHS) workforce and services. By affording any under represented group consideration, DHS hopes to be able to attain and maintain a departmental workforce that is representative of the available population in the State of Hawaii, better serve its applicants and clients in the communities it serves, and improve benefits and services to clients and potential clients on each of its islands.

This two-year plan (July 1, 2008-June 30, 2010) is general in nature to allow for flexibility in employment and services as well as allowing for changing language needs and populations. More specific details and objectives will be provided on an annual basis in the appendices based on data tables, program indicators and experiences that become available. Stakeholder input will be sought on an annual basis.

Roles are identified as are dissemination approaches, potential problem areas, exclusions, auditing, reporting processes, and exclusions. Support programs, forms, notice postings, data tables, plan summaries and relevant DHS Policies and Procedures are included as Appendices.

In summary here are a few preliminary findings relative to DHS' workforce as of August 1, 2007:

- 70% (1643) of the 2346 DHS employees as of August 1, 2007 are female.
- 30% (703) of the 2346 DHS employees as of August 1, 2007 are male.
- EEO-4 descriptions indicate that 35% or 828 are in the professional category; 31% or 720 in the paraprofessional category and 21% or 488 are in the office/clerical category; 4% skilled craft and 3% each protective service, service maintenance and no code reported.

Workforce Ethnic descriptions as of August 2, 2007 are as follows:

___ 34% or 775	Japanese
___ 16% or 375	Part Hawaiian
___ 14% or 315	White (Caucasian, non-Hispanic)
___ 12% or 284	Filipino
___ 9% or 202	Other or unknown
___ 5% or 122	Mixed, excluding Part-Hawaiian
___ 5% or 109	Chinese
___ 1% or less	Korean, Samoan, Black, Puerto Rican, Hawaiian

\*DHS' workforce is above the Hawaii State population in the following areas: Hawaiian and part-Hawaiian, Japanese, Filipino, Chinese, Samoan/Tongan, Korean and Other.

\*DHS' workforce is below the Hawaii State population in the following areas: Black, Caucasian (non-Hispanic) and Mixed.

It is above the State and below the US in the Other category (Other included Hispanic, Micronesian, Vietnamese, Indian Native American and French).

- Data is now being collected in the various Divisions for consideration in programs and services
- Following are findings from a 2005 American Community Survey relative to languages spoken at home in the State of Hawaii
  - 30% Asian and Pacific Island
  - 18.6% Tagalog
  - 17.3% Japanese
  - 9.4% Chinese
  - 8.4% Spanish
  - 6.9% Korean
  - 2.3% Vietnamese
  - 1.5% French
  - 1.1.% German
  - 1% Laotian

Recommendations: (list subject to modification annually)

- ✓ Improve data collection and automation relative to workforce and population data
- ✓ Insofar as possible, yield to Federal guidelines in collecting and reporting data
- ✓ Seek input and assistance from other State Departments in research and analysis
- ✓ Seek consistent reporting outlines and requirements
- ✓ Develop Affirmative Action Compliance Guidelines for Supervisors
- ✓ Develop and automate training modules for all employees
- ✓ Include Affirmative Action approaches in new employee orientation
- ✓ Include Civil Rights Compliance requirements and forms in practice modules for supervisors
- ✓ Conduct a self evaluation of building and program access
- ✓ Ask all employees to self-identify in terms of primary and secondary language as well as ASL or signing, ethnicity, gender, disability and veteran status AFTER EMPLOYED
- ✓ Seek joint interpreter contracts for identified languages
- ✓ Translate vital documents (as identified by each Division/Office) into specified languages other than English
- ✓ Make forms/applications less complex and in the interim provide....if you need an interpreter selection in multiple languages as attachment
- ✓ Develop and maintain a language skills bank.

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**Department of Human Services**  
**Affirmative Action Compliance Plan**  
Employment and Services

Introduction

This is a voluntary good faith effort of the Department of Human Services (DHS) to prevent under representation of protected groups in its workforce and services. The plan promotes equal access and affirmative approaches in employment and services. DHS aims to attain and maintain a workforce that is reasonably representative of the gender and ethnic characteristics of the qualified civilian labor force in the State of Hawaii and to ensure that individuals qualified for DHS' services are not denied services because of limited English proficiency, disability, or other factors related to membership in a protected group.

Under representation could be the result of various factors such as social, cultural, or historical developments in the community. DHS recognizes the fact that under representation can exist in its workforce and services and has decided to make a voluntary effort to correct any imbalances. This plan seeks to accomplish this goal without compromising the civil service principle of merit or the terms of prevailing collective bargaining agreements in the decisional process of employment. When an individual's merits or qualifications are substantially equal when compared with other applicants for employment or eligibility in consideration or services, affirmative steps shall be applied. (See Appendix A for Support Programs for Affirmative Action Compliance in Employment Functions, for example)

This plan identifies job categories and services in which under representation can occur and seeks to correct any representational imbalances that might exist in our employment and services. By affording any under represented groups consideration, it is hoped that we will be able to attain a departmental workforce that is representative of the available population, and one that is able to better meet the needs of clients in the State and the community that it serves.

Policy

It is the policy of DHS to provide equal opportunity in all terms and conditions of employment and services, and in selection of vendors and committee members as described in the Department's Affirmative Action Compliance Plan. The intent of this policy is to prevent discrimination and to promote full realization of employment and service opportunities through a continuing affirmative program in each administrative unit, division, and administratively attached agency outlined in the plan.

This Affirmative Action Compliance Plan (AACP) applies to and must be an integral part of every aspect of human resource practice in the employment, development, advancement, and treatment of employees and applicants for employment at DHS and to applicants and potential applicants for DHS services as well as contractors who offer services to DHS.

Responsibility (See Appendix B for Responsibilities in Compliance with Discrimination Guidelines also)

The head of administrative units, divisions and administratively attached units identified in the Affirmative Action Plan shall be responsible for working with the Civil Rights Compliance Staff in implementing the requirements of the plan.

It is the responsibility of each unit head and division administrator to provide sufficient resources to administer such a program in a positive and effective manner; assure that recruitment activities reach appropriate sources of job candidates; provide reasonable opportunities to employees to enhance their skills so they may perform at their highest potential and advance in accordance with their abilities; provide training and advice to managers and supervisors to assure their understanding and implementation of the DHS policy and affirmative action plan; and provide for a system within the unit for periodical evaluation of the effectiveness with which the plan is being carried out.

Compliance with the intent of DHS Policy and Affirmative Action Compliance Plan shall be a part of the acceptable standards of performance for all employees and contractors.

Applicants and potential applicants for employment and services are responsible for notifying the Civil Rights Compliance Staff when they believe discriminatory practices are occurring.

### Guidance

The Civil Rights Compliance Staff, under the auspices of Personnel, shall provide guidance to administrative units in the conduct of their programs affecting employees, applicants for employment and services, and potential applicants for employment and DHS services.

The Civil Rights Compliance Staff shall periodically review and evaluate administrative and program operations, obtain such reports as deemed necessary, and report to the Director as appropriate on overall progress. The Civil Rights Compliance Staff will consult from time to time with such individuals, groups, or organizations as may be of assistance in improving DHS programs and services and realizing objectives of the plan.

## Role of CRCS

The Civil Rights Compliance Staff of the Personnel Office provides internal and external support services to staff and clients of the Department of Human Services (DHS). Internally, it prepares complaint documents with investigation reports and conciliation agreements relative to a charge or grievance alleging unlawful employment and provisions of a service practice as required by Titles VI and Title VII of the 1964 Civil Rights Act; Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act; Title VIII of the Civil Rights Act of 1968; the Equal Pay Act of 1963; the Age Discrimination in Employment Act of 1967; the Age Discrimination Act of 1975; Executive Order 11246 as amended by Executive Order 11375; Executive Order 13166; and Title 14, Subtitle 1, State of Hawaii Personnel Rules and the Hawaii Revised Statutes, Chapter 371, Part II 371, 31 to 37, Act 290, SLH, July 20, 2006. The Civil Rights Compliance staff audits these practices and prepares summary reports or evaluations on existing systems for review and action.

Internally, the Civil Rights Compliance Staff is responsible for drafting and monitoring implementation of the Department's Affirmative Action Compliance Plan (AACP) to insure satisfactory progress in achieving employment and service objectives. This includes the preparation of the DHS workforce composition reports, dissemination of the Affirmative Action Compliance Plan to each division and staff office, the preparation and investigation of complaints, and attendance at EEOC fact finding conferences and conciliations.

This unit also provides technical assistance to all divisions and staff offices and mediates personnel matters which include allegations of discriminatory practices. Training is provided to department staff on issues such as affirmative action, harassment, limited English proficiency, and equal opportunity in programs and services, for example. Technical assistance and training guides are available to all department staff offices, divisions, and branches to facilitate compliance with the various state and federal laws. Training of new staff is held regularly.

Externally, the Civil Rights Compliance staff conducts compliance reviews and submits written analysis reports to the U.S. Department of Justice, U.S. Department of Agriculture, U.S. Department of Housing and Urban Development, U.S. Department of Health and Human Services, and other appropriate agencies on an annual basis, or as requested.

The Civil Rights Compliance Staff of the Personnel Office, DHS, and Section 504 Coordination Office is located in Room 214, 1390 Miller Street, Honolulu, Hawaii 96813, Telephone: (808) 586-4955

## Resolution of Complaints

DHS' Civil Rights Compliance Staff shall provide for the prompt, fair, and impartial consideration of all complaints of discrimination. Each administrative unit, administratively attached unit and division shall provide access to counseling, as needed, for employees who feel aggrieved and shall encourage the resolution of employee problems on an informal basis.

Procedures and forms for filing a complaint can be found in DHS Policy and Procedures 4.10.1 (See Appendix J, K and L). Additional procedures relative to equal opportunity in programs and services can be found in 4.10.3 (See Appendix O).

## Administrative Guidelines

The Civil Rights Compliance Staff shall be responsible for preparing guidelines and instructions necessary and appropriate to carry out the intent of DHS' policy and Affirmative Action Compliance Plan.

## Dissemination of Policy

### A. Internal Dissemination

#### 1. Administrative and Supervisory Personnel

All administrative and supervisory personnel shall be fully informed and aware of the equal employment opportunity, equal opportunity for services, and affirmative action approaches.

- a. An annual written communication from the Director, outlining the Department's nondiscrimination policy shall be given to each division and branch administrator who, in turn, will ensure that such communication is circulated among personnel in their respective division or branch.
- b. The Civil Rights Compliance Officer shall conduct training sessions for administrative and supervisory personnel, which includes an explanation of the intent of the policy and individual responsibility for effective implementation.
- c. The policy and individual employee responsibilities shall be discussed during orientation programs and training sessions for non-supervisory personnel.
- d. An annual memorandum from the Director reiterating the department's positive commitment to the equal employment opportunity, equal opportunity for services, and affirmative action approaches shall be issued to administrative and supervisory personnel.

2. Employees (non-supervisory)

All employees shall be fully informed and aware of the DHS' equal employment opportunity, equal opportunity for services and affirmative action approaches.

- a. A written communication from the Director with a copy of the equal employment opportunity, equal opportunity for services and affirmative action approaches shall be circulated among the employees. A copy of such material shall be available to all employees at their respective division or branch office.
- b. Unit supervisors, division or branch administrators, or the Civil Rights Compliance Officer, shall conduct general meetings to discuss the equal employment opportunity, equal opportunity for services, and affirmative action approaches and other civil rights related matters with employees.
- c. Regular written communication from the Civil Rights Compliance Staff; the Director's annual equal employment opportunity, equal opportunity for services, and affirmative action statements; and other civil rights related matters shall be circulated among the employees and posted on bulletin boards for reference purposes.
- d. Orientation information on DHS' equal employment opportunity, equal opportunity for services, and affirmative action approaches shall be supplied by the Departmental Personnel Office to new employees.

3. Union Officials

Union officials shall be fully informed and aware of this department's equal employment opportunity, equal opportunity for services, and affirmative action practices.

4. Copies of DHS' AFFIRMATIVE ACTION COMPLIANCE PLAN (AACP) will be made available for inspection to any employee or applicant for employment or services upon request to promote understanding, acceptance and support.
5. All applicants who believe they are a qualified individual with a disability, as defined in Section 503 of the Rehabilitation Act, as amended, or who are a qualified protected veteran under the equal employment opportunity provisions of the Vietnam Era Veterans' Readjustment Assistance Act, as amended, and individuals with Limited English Proficiency (LEP) will be invited to identify themselves if they wish to benefit under this AACP. Such invitation will be posted on bulletin boards through the facilities and work areas. Employees and applicants for services may self-identify at anytime. (See Appendix E)
6. Articles, and pictures as appropriate, regarding accomplishments of employees who are qualified individuals with disabilities and qualified protected veterans shall be included in DHS and/or facility publications.

7. When internal audits are conducted, implementation of this AACP will be reviewed.
8. At least once a year a summary of this AACP will be distributed to all employees.

B. External Dissemination

1. Employment

- a. All applicants shall be informed, either orally or in writing, of the positive stand this department has taken in terms of equal employment opportunity.
  - (1) The declaratory phrase "An Equal Opportunity Employer and Service Provider " shall be imprinted on all DHS employment announcement, application forms, and service brochures.
  - (2) Equal employment opportunity posters shall be displayed in clear view of employees and job applicants.
- b. The Department's Affirmative Action Compliance Plan (AACP) shall be available for review by all individuals requesting such.

2. Subcontractors, Vendors and Suppliers

- a. All subcontractors, vendors and suppliers will be sent written notification of DHS EO and Affirmative Action Procedures regarding the employment of qualified individuals with disabilities and qualified protected veterans as well as those receiving DHS services who self identify as having Limited English Proficiency (LEP).
- b. The equal opportunity/affirmative action clause concerning qualified individuals with disabilities, qualified protected veterans, and LEP individuals are included in all nonexempt subcontracts and purchase orders.

3. Recruiting Sources

- a. All recruiting sources, including State employment agencies, educational institutions and social service agencies will be informed of DHS procedures concerning employment and provision of services to qualified individuals with disabilities, qualified protected veterans and self-identified LEP individuals and will be advised to actively recruit and refer qualified persons for job opportunities and/or DHS services.

- b. DHS lists suitable employment openings with appropriate local offices and maintains regular contact with local Veterans Employment Representatives, LEP advocacy groups and so forth. A copy of DHS' Affirmative Action Procedures for qualified individuals with disabilities and qualified protected veterans will be provided these entities annually.
- c. Formal briefing sessions are held with representatives from recruitment sources and placement agencies, which include facility tours, discussion of current and prospective position openings, job descriptions and required qualifications and explanations of DHS' selection procedures. Formal arrangements will be made to ensure that each recruitment source is provided with timely notice of job opportunities, to ensure that recruitment sources have an opportunity to refer qualified candidates and individuals who self identify as LEP will have comparable access to programs for which they are eligible.
- d. DHS participates in local job fairs sponsored by support groups for qualified individuals with disabilities and qualified protected veterans. Community-based organizations which serve as a support group or advocate for LEP individuals are included as needed.

#### 4. Delivery of Services

- a. Each division providing program services shall produce brochures containing a nondiscriminatory policy statement and complaint procedures. Printed material shall be translated into languages reflective of those spoken by minority ethnic groups in the community. These brochures shall be placed in an area that is readily accessible to the clientele.
- b. Equal opportunity for services and complaint procedure posters in various languages (Please see Summary of DHS' LEP Plan, Appendix N)

### Workforce Analysis

#### Race/Ethnicity

The State of Hawaii's population is comprised of various ethnic groups and it is an aggregate of minorities where no one ethnic group constitutes a clear majority. Hawaii's labor force mirrors this composition.

In past years, DHS' Affirmative Action Compliance Plan has set hiring goals for specific job categories, utilizing an ethnic breakdown that closely mirrored the distribution of ethnic groups within our state. Although it was recognized that the ethnic groups identified did not coincide with the national reporting format, the State had been given approval by federal enforcement agencies to develop its plan accordingly at that time.

In accordance with federal enforcement agency requirements, we have attempted to develop an Affirmative Action Compliance Plan that utilizes ethnic breakdowns that conform with national standards. Therefore, for the first time, we will be setting objectives for providing self identification of more than one ethnic category as well as major ethnic categories, which are: Asian/Pacific Islander, Black, Hispanic, Native American, White, White (Non-Hispanic) and. More Than One Specified. (See Appendix M)

The difficulty in working with the major ethnic categories is that, at the present time, the State's computerized system is not set up to retrieve information according to those broad categories. There appears to be, for example, no mechanism to capture statistics on Native Americans (American Indians or Alaska Natives). As in previous years, individuals belonging to this major ethnic category would be included in the category that the State designates as "other."

The category "other" also captures information on some of the ethnic groups that fall into the Asian/Pacific Islander and Hispanic categories among others. Although most of the represented Asian groups are individually identified, the only Pacific Islander groups that are individually identified are Hawaiian, Part-Hawaiian, and Samoan. Most Hispanics are also included in the category designated "other." The exception is the Puerto Rican group, which has its own code.

Therefore, it is with the acceptance of these discrepancies in the statistical information available, that objectives can be set at this time. There is currently an effort to redefine the method of capturing ethnic background information in the State's computer system. However, until this is accomplished, information will be representative of the true picture, but not entirely accurate. (See Appendix M)

The following list identifies and defines those groups that are included in each of the major ethnic categories, as self identified:

- Asian/Pacific Islander - includes persons of Chinese, Korean, Japanese, Filipino
- Black - includes persons of African or Negro descent; Black (Non-Hispanic)
- Hawaiian (and part-Hawaiian, descent)
- Hispanic - includes persons of Puerto Rican descent.
- More than one Race (Please specify mix)
- Native American - includes American Indian descent and Alaskan Native.
- Other (Not included in any listed)
- White – (Caucasian) includes persons of Indo-European descent, including Pakistani and East Indian, and persons of Spanish or Latin descent, excluding Filipinos.
- White - (non-Hispanic)

Although Federal and State guidelines require that goals be established by major ethnic category, DHS will also set individual objectives for those ethnic groups that comprise the Asian/Pacific Islander category. This is because the majority of the State's ethnic groups fall into the Asian/Pacific Islander category, and even when the category, as a whole, does not exhibit underutilization, there may be some ethnic groups within the category that do.

The objectives for the various ethnic groups in the Asian/Pacific Islander category should be utilized only when the category is underutilized, or when candidates of relatively equal qualification are all members of the Asian/Pacific Islander category.

#### Job Categories (See Appendix M)

The Workforce Analysis lists the job classes present in the Department of Human Services, by division or staff office. Each listing includes a breakdown by gender, as well as the number of employees by ethnicity. The workforce statistics are derived from existing data in the HRMS, as of August 1, 2007.

In addition to setting objectives for job categories, DHS will set objectives for those job series (i.e., Eligibility Worker series) within the job categories that have twenty or more employees. This will be done to reflect specific availability data, rather than simply setting broad hiring goals for entire job categories.

Therefore, during the selection process, it is necessary to ascertain whether or not there is a specific objectives for the particular series in which the vacancy exists. If there is, the specific job series objectives would have priority over the more general goal established for the entire job category.

All job classes in the State civil service system have been categorized and coded by the State Department of Human Resources Development, and fall into one of eight job categories (plus N for No EEO-4 Reported). These categories are as follows: (Also see Appendix M)

1. OFFICIALS and ADMINISTRATORS (1):

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, division chiefs, directors, deputy directors, and kindred workers.

2. PROFESSIONALS (2):

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, registered nurses, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, and kindred workers.

3. TECHNICIANS (3):

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers and operators, building construction inspectors, and kindred workers.

4. PROTECTIVE SERVICE WORKERS (4):

Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers and kindred workers.

5. PARAPROFESSIONALS (5):

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: income maintenance workers, social service aids and assistants, and kindred workers.

6. ADMINISTRATIVE SUPPORT/OFFICE & CLERICAL (6):

Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or information and other paperwork required in an office. Includes: secretaries, clerks, typists, key equipment operators, and kindred workers.

7. SKILLED CRAFT WORKERS (7):

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: building maintenance workers, carpenters, painters, plumbers, and kindred workers.

8. SERVICE MAINTENANCE (8):

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: building maintenance helpers, general laborers, truck drivers, and kindred workers.

N. No EEO-4 Reported

## Utilization Analysis

The purpose of this analysis is to determine the utilization rate of minorities and females (or males), to identify areas of under representation in the workforce. This is achieved by comparing availability data with actual departmental workforce statistics.

The workforce statistics identify the number of persons, by gender and ethnicity, who are employed by the DHS at a specified time (For example, August 1, 2007 in Appendix M). Availability is determined by analyzing the percentage of minorities and females (or males) in the relevant recruitment area who have the necessary skills and education to be considered for employment in a specific job group, or who are capable of acquiring such skills through training.

Labor force statistics relating to women and minorities are obtained from various sources, including and not limited to census data. Specifically, OFCCP at <http://www.dol.gov/esa/ofccp/index.htm>, Census Special EEO File Tabulation at <http://www.census.gov/hhes/www/eoindex.html>, On-line Access to the EEO Data Tool at <http://www.census.gov/eo2000/index.html>, and EEO-1 Job Categories at <http://www.census.gov/eo2000/index.html>, Lists providing both the 3-digit Census code and the equivalent 6-digit Standard Occupational Classification codes at <http://www.census.gov/hhes/www/eoindex/occcategories.pdf>.

A two-factor analysis is used to determine the availability of specific minorities and/or women (or men) for a particular group. A separate analysis is then performed to determine utilization rates for each minority group that constitutes two percent or more of the relevant population.

The two factors used to determine availability are:

- |          |   |
|----------|---|
| Factor 1 | The percentage of minorities or women with the requisite skills in the reasonable recruitment area.<br>(The reasonable recruitment area is defined as the geographical area from which DHS usually seeks or reasonably could seek workers to fill the positions or provide the services in question.) |
| Factor 2 | The percentage of minorities or women among those promotable, transferable, and trainable within DHS.<br>(Trainable refers to employees within DHS who could, with appropriate training which DHS is reasonably able to provide, become promotable or transferable during the action planning year.   |

The utilization analysis tables compare the department's workforce totals at a given time (i.e. August 1, 2007) with the availability totals derived from the Two Factor Availability Analysis. The resulting percentages and numbers will indicate the areas of underutilization and form the basis for objectives. (See Data Tables for example)

## Identification of Problem Areas

An analysis of the utilization data and the derived objectives can indicate that there are ethnic and gender imbalances in the two categories within DHS. Certain gender and ethnic groups might have greater underutilization rates than others. Several problems need to be addressed before the Department will begin to take affirmative steps toward correcting any imbalances.

Internal promotional opportunities are limited in that management is bound to bargaining unit contractual obligations, such as the consideration of seniority, which takes precedence over affirmative action. Thus, although there may be an under utilization of certain minorities and/or women or men in various job groups, the Department may have difficulty filling internal vacancies with such qualified underrepresented individuals because of the consideration of seniority. However, minorities and/or women or men are encouraged to apply for promotional opportunities as seniority is only considered when applicants' scores are relatively equal. With respect to open-competitive recruitment, the DHS relies on the Department of Human Resources Development to certify and generate a "List of Eligibles" from the public for many of its positions. Therefore, the DHS is limited with respect to taking affirmative steps to some degree.

## Action Steps (Correction of Deficiencies and Utilization)

The goal of the Department of Human Services' Affirmative Action Compliance Plan is to promote equal employment opportunity and to strive for the attainment of an ethnically and gender balanced workforce. This includes and is not limited to affirmative steps toward employment practices and provision of services to the disabled and Vietnam veterans and qualified persons with disabilities and/or limited English proficiency. This goal is extended to apply to contracting with vendors (See Appendix H).

Much of the success of this effort lies with the recruitment, selection, and placement process, the provision of services and the contracting with vendors. It is important to take action in these areas to ensure that action goals are met.

The following are steps the Department intends to pursue in order to achieve our objectives in employment and services.

1. In the open competitive recruitment and selection process, the Personnel Office is responsible for ensuring that all qualified eligibles are provided an equal opportunity to compete for a given job. Each interested eligible shall be interviewed in a fair and non-discriminatory manner, and shall be afforded impartial employment consideration.

2. All announcements for internal vacancies shall be posted electronically and on bulletin boards throughout the department in order to be accessible to all interested applicants. Announcements shall include an invitation for individuals to identify their needs for accommodation.
3. All selections for hire, promotion, or transfer shall be based on job-related factors intended to identify the best qualified applicant. Interviewers shall evaluate all interested candidates, utilizing a uniform selection criteria. The Personnel Office shall periodically review the interview and selection process to ensure that evaluation factors are non-discriminatory and related to the vacant position.
4. Continued efforts shall be made to increase the number of under represented groups and women or men employed by DHS at all levels by implementing programs for recruitment, selection, hire, and promotion. This shall include the implementation of the Department's Affirmative Action Compliance Plan.
5. All staff shall be encouraged to participate in employer-sponsored training programs. Notices of such training opportunities shall be accessible to all employees, and selection for participation shall be on a non-discriminatory basis. Training is provided to all personnel involved in recruitment, screening, hiring, promotion, disciplinary and related employment processes, to ensure that the commitments made in DHS' AAP are implemented. Training may be provided online or face-to face.
6. Orientation shall be provided regarding the Department's affirmative action requirements, prohibitions, and goals. In addition, training shall be provided to develop staff sensitivity to discriminatory practices and to present alternatives for positive results.
7. DHS will review annually its personnel processes to determine whether its present practices assure careful, thorough and systematic consideration of the qualifications of known qualified individuals with disabilities, qualified protected veterans relative to employment and self-identified LEP individuals relative to provision of services.
8. In determining qualifications of veterans, DHS limits its consideration of a qualified protected veteran's military record, including discharge papers, to only that portion of the record, which is relevant to the specific job qualifications for which the veteran is being considered.
9. Services will be consistent with 4.10.3 of DHS' revised Policies and Procedures. (See Appendix O)
10. DHS employees and applicants for employment and services will not be subject to harassment, intimidation, threats, coercion, bullying or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any federal, state or local law regarding EEO. Any employee or applicant for employment or services who feel that they have been subject to harassment, intimidation, threats, coercion, or discrimination may contact the Civil Rights Compliance Staff for assistance (586-4955). The DHS "Harassment" prevention policy is communicated to all employees annually and a notice is posted in the Personnel Office. (See 4.10.2 of DHS Policies and Procedures, 2007, Appendix P)

11. Based on regular reviews of personnel processes and practices, DHS will modify when necessary, and will include development of new practices in its Affirmative Action Program to ensure equal employment opportunity.

#### Location and Utilization Analysis

By Department, Division, Branch, Unit (See Data Tables) Employment  
By Labor Market Location (Island) (See Data Tables)  
By Island (See Data Tables) Services

#### Goals

Analyses of workforce statistics and utilization rates form the basis for our Department's affirmative action employment goals and objectives. A summary will be found in the Data Tables. Individual job group analyses will be performed. However, due to the volume of pages involved, these statistics will not be included in this plan. They will be available for review upon request.

The Department's long-range goal is to achieve a workforce of balanced ethnic and gender composition, one which mirrors availability in the labor force. In order to achieve this goal, we must take affirmative steps in employment and services whenever possible.

The Department's affirmative action goals are not quotas. Primary consideration in the selection process must be given to an applicant's ability to perform the duties of the given position. Provisions of applicable personnel rules and bargaining agreements will not be ignored.

When there is no significant difference in the qualifications of the applicants, affirmative employment actions should be considered. In open-competitive situations, the Department's Affirmative Action Plan allows for the preferential selection of ethnically underutilized individuals and women (or men). However, in promotional or other non-competitive situations, contractual provisions, like seniority, must first be applied.

The Department of Human Services strives to provide career opportunities for its employees. In accordance with civil service and collective bargaining provisions, internal (non-competitive) recruitment is given preference over external (open competitive) recruitment as a means of filling vacancies. While this process can result in the rotation of existing employees rather than the introduction of new ones into the department, this is a necessary means of filling positions in the State civil service system. The success of our department's effort to achieve a balanced workforce, then, is largely dependent on selections made through the open competitive process.

The Department's goals for identified under represented groups are to achieve workforce representation which is reflective of the available population, by giving consideration to minorities and/or women and/or men as indicated. For example, under the Official and Administrator category, males made up 36% of the job group population. In order for the DHS to achieve a workforce which mirrors the available population for this particular category, its goal would be to give increased consideration to males in an effort to increase their representation to 51% (percentage available in the immediate recruitment area).

	Representation (%)	Goal (%)
<i>Category A - Official and Administrator</i>		
Males	36	51

### Membership and Service Goals

Members selected to serve on departmental/divisional/branch boards or committees shall be selected in a non-discriminatory manner. The membership should reflect a balance of all ethnic and female groups consistent with the department's equal employment opportunity, equal opportunity for services, and affirmative action policies. Service goals will be set by specified divisional groups.

Exclusions There are currently no exclusions to the Affirmative Action Compliance Plan.

### Internal Audit and Reporting

The department's affirmative action program shall be monitored on a continuous basis and audited annually by the Civil Rights Compliance Staff. The intent is to check the progress of the department's affirmative action program in an effort to identify and eliminate discriminatory requirements in the delivery of services and non-job related barriers that affect employment progress.

The Personnel Office, Civil Rights Compliance Staff, has the responsibility for developing and preparing the formal documents of the AACP and is responsible for effective implementation; however, responsibility is likewise vested with each division manager and its supervisors. DHS' audit and reporting system is designed to:

- o Measure effectiveness of the AACP
- o Document human resource activities
- o Identify potential problem area where remedial action is needed, and
- o Determine the degree to which DHS' AACP objectives are being attained

The following human resource activities are reviewed to ensure nondiscrimination and equal employment opportunity for all individuals without regard to their race, color, gender, religion national origin and other protected status:

- o Recruitment, advertising, and job application procedures
- o Hiring, promotion, upgrading, award of seniority, and so forth
- o Rates of pay and any other forms of compensation including benefits
- o Job assignments, job classifications, job descriptions, and seniority lists
- o Sick leave, leaves of absence, or other leave; workers' compensation claims
- o Training, temporary assignments, attendance at professional meetings and conferences
- o Any other term, condition, or privilege of employment

The following documents are maintained as a component of DHS' internal audit process:

- o An applicant flow log showing the name ethnicity, gender, date of application, job title, interview status and action taken for all individuals applying for job opportunities;
- o Summary data of external job offers and hires, promotions, resignations, terminations, and administrative leaves by job group and by gender and minority group identification;
- o Summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants for each position;
- o Maintenance of employment applications (not to exceed one year); and
- o Records pertaining to DHS' compensation system.

DHS's audit system includes an annual report documenting DHS' efforts to achieve its AACP responsibilities. Division Administrators and Supervisors are asked to report any current or foreseeable problem areas and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the Division Administrator or supervisor is to report problem areas immediately to the Personnel Office. During annual reporting, the following occurs:

- o Personnel Officer and CRCS will discuss any problems relating to significant rejection numbers, EEO charges, and so forth with Division Administrators, and
- o Personnel Officer and CRCS will report the status of the DHS' AACP objectives to the DHS Director. The Personnel Officer will recommend remedial actions for effective implementation of the AACP

#### Development and Implementation of Programs

Development and implementation of programs to assure balance and representation in DHS' workforce will rest with staff offices and division administrators in consultation with the Civil Rights Compliance Staff. Some sample forms, processes, and data are provided as general guidance in appendices to this document, copies of which are also available on DHS website at <http://www.hawaii.gov/dhs> in the Civil Rights Corner.

APPROVAL:



DHS Director

07/02/08

Date