

***Muskegon County
Equal Opportunity Policy
In Support of
Workplace Diversity***

Policy # 2011-265



***Recognizing, Appreciating and Valuing
Muskegon's Rich
Multi-Cultural Community***

Adopted by the Muskegon County Board of Commissioners

May 24, 2011

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I. WORKPLACE DIVERSITY

One of the many goals of the Muskegon County Board of Commissioners is the successful inclusion of all citizens in making Muskegon County the best place to live, work, and play as responsible people in this dynamic and ever changing society of ours. An important component to achieving that goal is the recognition, appreciation, and valuation placed on the County's diverse population. Diversity recognition requires all citizens to acknowledge and respect differences: differences in race, culture, religion, and gender. Diversity is also about diversity of thought, diversity of values, and diversity of perspectives. For our citizens to respect and value diversity, they must experience a workforce that is reflective of the varied cultures and backgrounds that make up our community and our nation.

1.1 POLICY STATEMENT ON EQUAL OPPORTUNITY

The Muskegon County Board of Commissioners recognizes the importance of equal opportunity and the role it plays in its service delivery systems and the community-at-large. Therefore, the Muskegon County Equal Opportunity Office, in conjunction with the Administrator's Office, has established for implementation an Equal Opportunity Program that contains two major objectives.

1.1.1 The Equal Opportunity Program promotes nondiscrimination while giving recognition and value to diversity in all operational matters.

1.1.2 The Equal Opportunity Program also reaffirms the County's commitment to equal opportunity regardless of race, color, sex, national origin, age, religion, height, weight, marital status, and mental or physical disability.

To accomplish these objectives, the County recognizes diversity as an additional and positive attribute to those that are specific to job functionality and/or capabilities.

The County Equal Opportunity Office reaffirms the Board of Commissioners strong commitment to the principles of equal opportunity for all in support of Workplace Diversity. It is the duty and obligation of all employees to support and aid in all appropriate ways with the implementation of this Equal Opportunity Policy.

II. DEFINITIONS

Accused: The person or entity that is alleged to have discriminated against or harassed the complainant.

Bona-fide: Authentic, genuine, sincere, in good faith.

Complaint: Assertion or claim by one or more individuals of a violation of the Equal Opportunity Policy or a state or federal law or regulation prohibiting discrimination or harassment on the basis of race, color, national origin, religion, age, gender, sexual orientation, marital status or disability.

Complainant: An individual or group of individuals who has initiated a complaint.

Discrimination: A showing of bias; the ability or power to see or make fine distinctions; discernment; prejudice or partiality.

Equal Opportunity: The absence of discrimination, as in the workplace, based on race, color, age, gender, national origin, religion, or mental or physical disability.

Harassment: To irritate or torment persistently; impede, persecute, oppress.

Investigator: Person designated or assigned by the Administrator the responsibility of investigating a formal complaint of discrimination or harassment.

Mediation: A problem solving intervention in which the complainant and accused work together with a third-party mediator to see if a mutually satisfactory solution can be identified so as to resolve the problem giving rise to the complaint.

Party-in-Interest: The individual(s) who might be required to take action, or against whom action might be taken, in order to resolve a complaint.

Protected Class: Persons categorized by their race, color, sex, national origin, age, religion, marital status, height, weight, disability, Vietnam era veteran status, sexual orientation, familial status, socioeconomic status, or any other extraneous consideration.

III. ANTI-DISCRIMINATION POLICIES

It is the policy of Muskegon County to provide equal opportunity to all qualified persons and to prohibit discrimination, harassment or retaliation on the basis of any protected class.

3.1 EQUAL OPPORTUNITY/ NONDISCRIMINATION

This equal opportunity/nondiscrimination policy applies to all employment-related actions including, but not limited to, recruitment, selection, promotion, assignment, transfer, demotion, termination, compensation, benefits, layoff, recall, training and business, or economic opportunities. Furthermore, this policy applies to harassment or intimidation of an employee by another employee, because of the employee's membership and/or association with a protected class.

This policy is to conform to federal and state laws and to the Equal Employment Policy of the Board of Commissioners of Muskegon County. These laws and orders include Federal Executive Order 11246, as amended, Title VI and Title VII of the Civil Rights Act of 1964, the Rehabilitation Act of 1973, Americans with Disabilities Act of 1990, Civil Rights Act of 1991, Elliott-Larsen Act of Michigan, and the Michigan Handicappers Act.

3.2 RECRUITMENT

The County encourages recruitment of members of all protected classes for job classifications available.

3.2.1 To maintain equal employment opportunity for qualified but underrepresented protected group members, the County is committed to a program of diversity in recruitment and selection.

3.2.2 As a part of this ongoing commitment to diversity the Muskegon County Board of Commissioners encourages diverse representation within each of its major organizational units (departments), and within its major occupational groupings (Officials/Administrators, Professionals, Technicians, etc.)

3.3 ANTI-HARASSMENT

The County of Muskegon provides a workplace for employees where verbal and/or physical harassment on account of membership in a protected classification will not be tolerated. (see separate Anti-Harassment Policy)

3.4 REASONABLE ACCOMMODATION

The County shall not discriminate against any otherwise qualified employee or applicant for employment because of his/her disability. Persons with disabilities will be encouraged to apply for positions in the County for which they are qualified. Such applicants will be given fair consideration for positions, and the County will make reasonable accommodation to such disabilities wherever these accommodations do not create an undue hardship and allow the employee or applicant to perform the essential functions of the position. (see separate Reasonable Accommodation Policy)

IV. GOALS AND OBJECTIVES

The Board of Commissioners of the County has committed itself through this policy to the implementation of Equal Opportunity and Workplace Diversity. This commitment will be supported by positive practical efforts to ensure equal employment opportunity for protected class members in both securing employment and in promotional opportunities at all levels and occupational categories. This commitment will also include an organization that in the broader context:

- Reflects the contributions and interests of diverse cultures in its mission, operations, and service delivery systems;
- Is committed to eradicating institutional racism and/or social oppression of all forms;
- Includes members of diverse cultures in decisions that affect them;
- Values diversity and views the differences between people as a strength;
- Uses management practices and policies that emphasize participation and empowerment of all people in the organization;
- Creates a working environment where all people are valued; and,
- Follows through on broader external social responsibilities by educating employees and constituents in multicultural perspectives.

4.1 PROGRAM GUIDELINES

As part of its comprehensive program, the Equal Opportunity Office adopts the following general program guidelines:

- 4.1.1 To achieve and maintain employment levels of protected class members in proportion to their availability in the relevant labor market;
- 4.1.2 To advocate for protected class representation at all levels comparable to the representative population.

4.2 PROGRAM OBJECTIVES

In furtherance of the County's diversity values, the board establishes the following general guidelines:

- 4.2.1 To identify areas of under-representation of protected class members and outline action steps necessary to increase their representation in those areas where they are significantly underrepresented.
- 4.2.2 To employ protected class members throughout all levels of the organization and throughout all job classifications and occupational categories.
- 4.2.3 To identify, eliminate and/or prevent systemic protected class discriminatory practices relating to employment or access to promotion, within the County.
- 4.2.4 To identify and define problem areas and barriers to achieving workplace diversity and strive to correct these problems and remove these barriers.
- 4.2.5 To outline and implement management actions and/or recruitment plans intended to yield the best results for problem areas identified.

4.2.6 To implement a workplace diversity evaluation process in order to systematically gauge the County's progress toward achieving the Board Policy.

4.2.7 To provide an annual progress report to the Board of Commissioners.

4.3 PROGRAM CONSTRAINTS

In implementation of these workplace diversity goals and objectives, consideration will be given to some of the possible constraints that may affect our ability to achieve them in the manner and time frame desired. While we recognize that these factors may serve as constraints, we nonetheless will view them only as challenges that we will not let derail our overall efforts.

Some of these possible constraints are:

- (a) Continuous modifications/changes in staff due to financial and/or programmatic obligations;
- (b) Vacancy limitations;
- (c) Possible cutbacks in staffing due to budget reductions;
- (d) Decreasing promotional opportunities;
- (e) Uneven numbers of qualified applicants available in different job classes;
- (f) Size of the organizational unit involved;
- (g) Requirement to meet essential staffing needs of departments at times not always favorable to recruitment of protected class members;
- (h) Loss of positions due to reductions in categorical funding;
- (i) Limited funds for recruitment of licensed, professional, and management personnel;
- (j) Other related and relevant factors affecting the County's ability to achieve goals and objectives;
- (k) Cultural limitations;
- (l) Geographical limitations; and
- (m) Economic factors.

V. ORGANIZATIONAL RESPONSIBILITIES

This document commits all employees of the County to support the Equal Opportunity Policy and assigns responsibilities within the organization. It reaffirms and implements the Board's policies pertaining to Workplace Diversity and provides for a continuing commitment to that policy.

5.1 MANAGEMENT RESPONSIBILITIES

Specific responsibility is hereby assigned to each departmental director, program administrator, and each supervisor. The EEO Office will provide for effective communication of the requirements of this policy and will be responsible for assuring that each director and program administrator complies with the intent and spirit of the policy. The EEO Office will assure the policy is implemented consistent with Board policy and state and federal law.

- 5.1.1 The Board of Commissioners has ultimate responsibility for establishing policies pertaining to Workplace Diversity.
- 5.1.2 The County Administrator has administrative responsibility for the Equal Opportunity Policy, including the establishment of program elements and reviewing accomplishment of program goals.
- 5.1.3 The Equal Employment Opportunity Office is delegated responsibility for the daily administration of the Equal Opportunity Policy. This responsibility includes:
 - (a) policy interpretation, procedural development and implementation, program development and coordination, monitoring, program evaluation, and reporting to Federal and State agencies;
 - (b) apprising the Administrator and the staff of legislation and judicial decisions pertaining to Workplace Diversity;
 - (c) investigating and recommending disposition of all complaints alleging illegal discrimination or harassment;
 - (d) maintaining liaison with community groups and organizations, as well as labor unions and staff, to ensure that community needs and concerns around workplace diversity are known and considered;
 - (e) annual report of progress to the Board of Commissioners; and
 - (f) provide an annual analysis of the County progress toward achieving Workforce Diversity as defined in Section II.

- 5.1.4 An (*ad-hoc*) Workplace Diversity Committee, consisting of the EEO Officer, Human Resources Director, and Director of Finance and Management Services will have responsibility for advising the Administrator on workplace diversity matters. The Committee is charged with recommending an annual action plan for the County.
- 5.1.5 Directors have responsibility for achieving and maintaining diversity within their department and are charged with the responsibility of nurturing workplace diversity.
- 5.1.6 The Equal Employment Opportunity Office will assist the Administrator in information development and dissemination. All materials and publications of the County will depict the diversity of the County, and where appropriate and feasible be made available in alternative languages or formats.
- 5.1.7 The Director of Finance and Management Services has responsibilities for administering the County's procurement program and Disadvantaged Business Enterprises (DBE) Initiatives. Specifically, to ensure that agencies and businesses contracting with the County adhere to Equal Employment Opportunity (EEO) and nondiscrimination requirements in their business practices, and that good-faith efforts are taken to include businesses owned and operated by minorities, women and people with disabilities among those providing services and goods to the County.
- 5.1.8 Other managers and supervisors with authority to hire, promote, or otherwise exercise supervisory authority have workplace diversity responsibilities within their respective departments.
- 5.1.9 All employees are encouraged to bring general and specific EEO and employment diversity issues to the attention of responsible Directors or the Equal Employment Opportunity Office.
- 5.1.10 It is the policy of the County of Muskegon that no individual shall be subject to retaliation for identifying or reporting incidents of discrimination or harassment.

VI. COMMUNICATION

To ensure that the County's employees and constituents are aware of the County's workplace diversity commitments, internal and external information systems will be established. The following guidelines will allow the Equal Opportunity Office to provide necessary information about the Workplace Diversity Initiative. These guidelines may be revised or adapted as needs arise.

6.1 INTERNAL COMMUNICATION

- 6.1.1 The Board of Commissioners will maintain an Equal Opportunity Policy Statement as part of the County Policy manuals and periodically reaffirm its commitment to workplace diversity and equal employment opportunity.
- 6.1.2 Employees will be provided by the Human Resources Department a copy of the Equal Opportunity Policy Statement during new employee orientation and training.
- 6.1.3 County Labor Organizations representing County employees will be consulted to discuss and review the Workplace Diversity Initiative and ways to mutually promote and support workplace diversity.
- 6.1.4 Directors, Program Supervisors and Elected Officials will be provided a copy of the entire Equal Opportunity Policy.
- 6.1.5 Special Meetings will be held periodically with all Directors and elected officials, to communicate individual responsibility for effective implementation of the Equal Opportunity Policy.
- 6.1.6 Departments of the County will receive, post, and maintain the Equal Opportunity Policy Statement.
- 6.1.7 An Equal Opportunity Office website will make available policies, programs, forms and reporting requirements which support the adopted Equal Employment Opportunity Policy.

6.2 EXTERNAL COMMUNICATION

- 6.2.1 The Equal Opportunity Policy Statement will be sent to community organizations and public agencies, local municipalities, and will be made available to the general public on request.
- 6.2.2 Program Assessments and reports will be conducted periodically and made available to the general public upon request.
- 6.2.3 Recruitment announcements and classified advertisements for employment and employment applications will identify the County as an Equal Opportunity Employer. All such publications will include the following statement:

The County of Muskegon is an Equal Opportunity Employer committed to workplace diversity and compliance with the Americans with Disabilities Act.

- 6.2.4 Subcontractors, Vendors, and Suppliers will be notified of the County's Nondiscrimination/Equal Opportunity policy. All purchase orders, leases, contracts, etc. will contain an equal opportunity/nondiscrimination clause.
- 6.2.5 The (*ad-hoc*) Workplace Diversity Committee is considered an active participant in workplace diversity planning and evaluation, and will be kept apprised of and consulted on new developments in the area of workplace diversity.

VII. HUMAN RESOURCE PRACTICES

Responsibility for human resource management includes all officials, administrators, directors and supervisors, in addition to the staff of the Human Resources Department.

7.1 RECRUITMENT, EXAMINATION AND SELECTION

Recruitment, examination, selection and placement procedures will be continually reviewed, from the initial contact with potential applicants to the final interview and selection of employees

- 7.1.1 Recruitment and Selection Processes will not illegally discriminate against protected class member from employment and promotions.
- 7.1.2 Remedial Action, as described below in Section 7.2, will be undertaken to address areas of under representation. This expanded effort is designed to increase the number of underrepresented members who apply for employment; and, thus increase the selection probability of qualified candidates from the underrepresented class to fill vacancies
- 7.1.3 Selection criteria used in candidate recruitment, screening, interviewing and selection should reflect the duties of the job. All selection criteria are to be job-related, pre-established, and applied consistently. Additionally, in the selection of administrators, directors and professional staff, the hiring department will give priority consideration to relevant, specialized, and qualitative training and experience that demonstrates ability to work with diverse populations. This consideration will strive to include, but not be limited to, such factors as:
- (a) Ability to relate to diverse constituents and community groups;
 - (b) Experience in working with individuals and families from different cultural, economic classes and racial/ethnic minority groups;
 - (c) Experience and training in multicultural programs;

- (d) Evidence that applicant is aware of and sensitive to the changing roles and perceptions of women, people of color, and people with disabilities in our society.

7.1.4 Applications, and test results for employment and promotion, including oral interviews, will be designed for consistency with the objectives of this policy.

7.1.5 Departments may utilize Selection Committees (when appropriate) that may include people of color, people with disabilities, and gender diversity. Selection committees will be made aware of the Board's workplace diversity goals.

7.1.6 Selection and appointment of an employee will be based on job-related qualifications, merit, goals, and program needs.

7.2 REMEDIAL ACTION

Where a determination is made that protected class members are underrepresented, the EEO Office will initiate a review and analysis that includes, but is not limited to, the following.

7.2.1 Notification to department heads that any position(s) identified in an underrepresented job group(s) must undergo a thorough review and analysis prior to appointment which will include a sign off on class specification changes.

7.2.2 The review and analysis will include:

7.2.2.1 An examination of the impact that class specifications have in generating a diverse pool of qualified applicants

7.2.2.2 An examination of the recruitment sources and methods used to generate a diverse pool of qualified applicants

7.2.2.3 An analysis conducted on each phase of the screening processes

7.2.2.4 A summary report of the findings.

Such notification will be done in conjunction with the adoption of the annual workforce diversity plan. This action will be done to the extent that it does not conflict with the requirements of the applicable Collective Bargaining Agreement.

7.3 SELECTION COMMITTEES

The Workplace Diversity Policy supports broad-based involvement in the hiring and selection process. Directors are encouraged to seek the assistance of the EEO office and other staff members, as appropriate in the establishment of minimum qualifications and interviewing process to fill position vacancies.

7.3.1 The hiring administrator (director, supervisor, etc.) will ensure that the hiring process is consistent with the Board's personnel rules and this Equal Opportunity Policy.

7.3.2 Where the hiring administrator makes use of a selection committee in the hiring process, the hiring administrator will ensure that the committee's actions do not conflict with Board policies or this Program.

7.3.3 The Equal Employment Opportunity Office will design and provide training and materials for administrators and selection committee members that will ensure they are familiar with and understand their obligations and responsibilities as part of the selection process.

7.4 EMPLOYMENT DIVERSITY

This Equal Opportunity Policy does not end when the employment process has resulted in placement. Although the major thrust of this Equal Opportunity Policy is the identification and elimination of barriers that preclude the hiring of protected class members, its subsequent and logical efforts must be directed toward fair and equitable treatment of all employees once selections are made. The application of consistent human resource management practices will contribute greatly toward accomplishing the goals of ensuring workplace diversity.

7.5 JOB CLASSIFICATION

Job classification is the organization and grouping of similar positions in the County into groups or classes on the basis of similar or related duties, responsibilities, and qualification requirements. The need for job classifications is apparent not only in connection with equitable compensation levels but also in matters of selection, placement, promotion, transfer, and training. The general objective of job classifications and the job classification plan is for efficient management of functions, but just as important is the equal treatment of employees in terms of appointments, pay, opportunities for training, and advancement.

- 7.5.1 Job classifications will continually be reviewed and modified to ensure qualification requirements are job related and are not barriers to qualified protected class members in seeking employment and promotions, and that selection criteria are consistent with the provisions of Section 7.1.3. The EEO Office will sign-off and review all job specifications.

7.6 COMPENSATION AND BENEFITS

As part of the Diversity Plan the County will comply with the State and Federal law.

7.7 TRAINING AND DEVELOPMENT

Training helps to equip employees for higher responsibilities or to diversify their skills. Administration and employees share responsibility for the learning experiences that are presumed to develop from training. As the demographics of the County and community continue to change, it is important that all employees, but especially those in supervisory and managerial roles, be provided training in cultural competence, and combating prejudice, racism and harassment.

- 7.7.1 The County will continually explore and design work based training and other programs directed towards preparing candidates for higher-level positions.
- 7.7.2 All supervisors and managers will be encouraged to undergo cultural competency training.

7.8 PROMOTION AND ADVANCEMENT

Promotion is generally defined as a move to a position or classification having a higher pay grade or salary range. Equal opportunity for promotion and advancement applies to all aspects of employment and to all levels of the organizational hierarchy. This means that members of protected classes will be considered for higher-level administrative and supervisory jobs for which they are trained or are otherwise qualified.

- 7.8.1 The County will review its policies and practices pertaining to internal promotions and take actions to correct any barriers that may inhibit advancement of members of protected classes.

7.9 RETENTION AND ATTRITION

In addition to taking steps to ensure that members of protected classes are provided equal opportunities for hiring and promotion, it is equally important that as individuals from these groups move into areas where they are unrepresented or significantly underrepresented that their experience in the workplace is a positive one.

- 7.9.1 If an employee in a protected class that is underrepresented voluntarily leaves County employment, where possible, there may be an exit interview conducted jointly by the EEO Office and the director or supervisor of that departing employee.

VIII. BUSINESS PRACTICES

It is insufficient for the County to provide equal opportunity in its employment practices and not recognize that this requirement should be extended to those it does business with. Thus, equal employment opportunity and nondiscrimination will also apply to employment by a contractor and not be limited solely to that portion of employment associated with the receipt or use of County-appropriated funds. Because the County is a public institution operating through the use of public funds, it reserves the right to require that those entering into public contracts with the County be in compliance with all federal, state and local laws which prohibit illegal discrimination.

The Department of Finance and Management Services shall be responsible for administering this provision of the Workplace Diversity Initiative.

8.1 EQUAL OPPORTUNITY PRACTICES/CONTRACT COMPLIANCE

The County accepts as part of its responsibility the obligation to provide for equal employment opportunity in its business practices and to require the assurance of similar fair employment and opportunity practices from those it contracts with to do business.

- 8.1.1 The County will incorporate as part of its responsible bidder process the requirement that all bidders or prospective contractors certify that their employment policies and practices do not discriminate on the grounds of membership in a protected class unless based upon bona fide occupational qualifications (bfoq); and that they are otherwise in compliance with all federal, state and local laws prohibiting discrimination.

- 8.1.2 The County will include an Equal Employment Opportunity provision in contracts or subcontracts it issues so that such provision will be binding upon the contractor, subcontractor, or vendor. In the event of noncompliance by the contractor, the contractor will be made aware that such contracts may be canceled, terminated, or suspended in whole or in part, and the contractor may be declared ineligible for further contracts.

8.2 DISADVANTAGED BUSINESS ENTERPRISES (DBE'S)

The County will make good faith efforts to ensure equal opportunity is afforded all business enterprises desiring to do business with Muskegon County. Where specific DBE efforts are required, for example, by contract, legislation or regulatory action, Muskegon County will comply, i.e., Transportation.

To qualify for these specific DBE efforts, a business must be at least 51% owned and operated by a member or members of a protected class and, except for the disabled, be certified as a M/WBE by the State of Michigan Department of Transportation, the Michigan Minority Business Development Council or the Women's Business Enterprise National Council.

IX. ACCOUNTABILITY

The key to success in achievement of any program or goal is assessment and accountability. People and systems must be able to measure their accomplishments against some yardstick to determine whether they are headed in the direction they want to go, whether they are achieving what they intended, and whether their actions are congruent with their goals and values.

9.1 ANNUAL PLAN

The County will develop on an annual basis a Workforce Diversity Plan. This plan will be prepared by the EEO Office in conjunction with the Administrator and based upon an assessment of the County's level of representation of members of protected classes in specific classifications. Once prepared, this report will be presented for adoption by the Muskegon County Board of Commissioners.

9.2 BIENNIAL STATUS REPORTS

The Equal Employment Opportunity Office will set workplace diversity goals for protected class members on an annual basis. The goals are set within EEO-4 occupational categories as defined by the Federal Government. The County will review its achievements and progress towards diversity on a biennial basis.

9.2.1 The Equal Employment Office will provide a biennial progress report to the Administrator and Board of Commissioners reviewing the status of the County's Workplace Diversity Initiative goals and objectives.

9.2.2 The County's Workplace Diversity Initiative reviews will include analyses of new hires, promotions, applicant flow, and separations, as well as assessment of achievement of other goals in the program. The specific intent of these analyses is to determine progress towards program goals, to correct problem areas, and establish or modify action plans as needed.

9.3 PERFORMANCE EVALUATION

Directors and supervisors with hiring and procurement authority are responsible for ensuring compliance with this policy.

9.3.1 Departments with significant under representation will be expected to develop, in concert with EEO Office, a remedial action plan to address underrepresentation. Program results will be reviewed on an annual basis.

X. COMMUNITY RELATIONS

As our community becomes more diverse, particularly the outlying areas, we are seeing an increasing interest among community groups and organizations in developing relationships that will support and assist the County in developing a more diverse workplace. Many of these groups, as well as businesses and other public agencies, see it as being beneficial to their interests to collaborate and participate with the County in achieving our program goals.

10.1 PARTNERSHIPS

Some joint ventures with community organizations can take place at the departmental level, but others will need to occur at the local jurisdiction in the local community. The Equal Opportunity Office may develop partnerships with businesses or community organizations, these efforts may include DBE's (disadvantaged business enterprises) and organizations that support and promote diversity in the community.

10.1.1 The Human Resources Department will work closely with the EEO Office to develop and maintain relationships with community groups that are willing to work with the County to explore and develop ways to help us meet our workplace diversity goals. These could include such local groups as NAACP, Latino's Working for the Future, Hispanic Community Services Coalition, Institute for Healing Racism, Muskegon Area Chamber of Commerce, Hispanic Chamber of Commerce, Urban League of Greater Muskegon, Disability Connections, Employers Association of West Michigan and other groups that support and advocate for diverse groups in the community.

10.2 COLLABORATIVES AND COOPERATIVES

Other agencies have similar goals with respect to diversifying their workplace to better serve their clientele. As part of our workplace diversity efforts, the EEO Office will work closely with other local government, public and private agencies, and businesses to develop cooperatives and joint ventures that mutually support each other's workplace diversity goals.

10.2.1 The EEO Office will work in cooperation with other government and public agencies to develop and implement programs and activities that can benefit the workplace diversity goals of each. This may include cooperating on diversity training efforts, collaborating on out-of-area recruitment trips, sharing materials and resources, and joining together on projects of mutual benefit.

10.2.2 The EEO Office will work to develop cooperative ventures with local colleges, universities, trade organizations, and career tech schools that can help contribute to professional development and growth opportunities for current employees or prospective employees. For example, we have a vested interest in seeing more students of color attending and graduating from the local institutions of higher education, trade and tech schools. Thus, we will want to work with them to increase representation in the scholarship pipeline.

10.2.3 The EEO Office will explore opportunities to work with private sector resources, such as Chamber of Commerce, Community Foundation for Muskegon County, Employers Association of West Michigan and other organizations that can assist us in identifying and developing recruitment strategies and opportunities that will help us attract a diverse candidate pool, including for example, "trailing significant other" opportunities.