

Affirmative Action Plan Summary

Executive Order 11246,
Veterans and AAP for the Disabled

RPL Management Resources, Inc.



Affirmative Action Plan Overview

What is an Affirmative Action Plan?

An affirmative action program is a set of specific and results oriented procedures to which a contractor commits itself to apply every good faith effort. The results of these procedures plus such efforts are equal employment opportunity. Procedures without efforts to make them work are meaningless and undirected efforts are inadequate.

Who must have an Affirmative Action Plan?

Government prime or sub contractors must develop and update annually a written affirmative action program for each of its establishments when they have 50 or more employees and have:

- \$50,000 or more in contracts, or
- Government bills of lading which in any 12 month period, total or can reasonably be expected to total \$50,000 or more, or
- Serves as depository of Government funds in any amount, or
- Is a financial institution, which is an issuing, and paying agent for U.S. bonds and savings notes in any amount.

How many different kinds of Affirmative Action Plans must a contractor have?

There are three different affirmative action programs that must be prepared and updated annually by Government contractors.

- Executive Order 11246
- Veterans Affirmative Action Program
- Disabled Affirmative Action Program



Workforce Analysis

- Workforce Analysis (60-2-11)
- The workforce analysis is a listing of each job title ranked from the lowest to the highest paid within each department or organizational unit. It should contain lines of progression and usual promotional sequences. This analysis shows the distribution of minorities and females company wide.

Company Name: Sample Manufacturing, Inc.		B - Black		A - American Indian		H - Hispanic		PI - Native Hawaiian / Pacific Islander		% PARTICIPATION								
Department: Maintenance		A - Asian		H - Hispanic		PI - Native Hawaiian / Pacific Islander				Female		Minority						
Date: January 1, 2005										Total		Total						
Job Group	Job Title	WAGE / SALARY		EEO-1 Code	EMPLOYEES			MINORITIES										
		Min	Max		Male	Female	Total	Male					Female					Total
							B	A	PI	AI	H	B	A	PI	AI	H	Total	
1	Maintenance Area Manager		\$81,822.00	1	0	1	1										0	
2	Specialists (cell/Equip)	\$51,000.00	\$54,900.00	2	2	0	2										0	
6	Gen Tech-Mechanical	\$36,462.00	\$42,099.00	6	15	0	15								1		1	
6	Gen Tech-Electrical	\$38,812.00	\$46,019.00	6	10	0	10	2		1	1						4	
7	Utility Technician	\$31,158.00	\$31,158.00	7	1	3	4								1		1	
Totals					28	4	32	8	2	0	1	2	8	1	0	0	8	6

Female Participation in Dept.

Minority Participation in Dept.

Job Group Analysis

- Job Group (60-2-12)
- Job groups are a method of combining job titles within the organization. Jobs with similar content, wage rates and opportunities are combined into the same job group. Similar content refers to the duties and responsibilities that comprise each job group. The results are used later in the AAP to determine company goals.

Company Name: Sample Manufacturing, Inc.		D - Deck		AI - American Indian		H - Hispanic		PI - Native Hawaiian / Pacific Islander		% PARTICIPATION						
Job Group: 2		A - Asian		H - Hispanic		PI - Native Hawaiian / Pacific Islander				Female		Minority				
Date: January 1, 2005										Total		Total				
Job Title	EEO-1 Code	EMPLOYEES			MINORITIES											
		Male	Female	Total	Male					Female					Total	
		B	A	PI	AI	H	B	A	PI	AI	H	Total				
Engineers	2	6	3	9	1	1						1	3			
Process Engineer	2	4	1	5		1	1						2			
Specialists (cell/Equip)	2	3	0	3						1			1			
Sr Process Engineer	2	1	0	1									0			
Totals					14	4	18	1	1	0	1	1	8	0	1	6

Female Participation in Job Group

Minority Participation in Job Group



Availability Analysis

- Availability Analysis (60-2-14)

Company Name: Sample Manufacturing, Inc.
Job Group: 1

- The availability analysis is used to determine the availability of minorities and females in the company labor market and internal candidates with the skills needed to perform the jobs at the company.

FEMALE			
FACTORS	AVAILABILITY	% WEIGHT	WEIGHTED %
1. Availability of women having requisite skills in an area in which the contractor can reasonably recruit.	4.2%	75%	3.15%
2. Availability of promotable, transferable, and trainable female employees within the organization.	6%	25%	1.5%
FINAL AVAILABILITY			4.65%

MINORITY			
FACTORS	AVAILABILITY	% WEIGHT	WEIGHTED %
1. Availability of minorities having requisite skills in an area in which the contractor can reasonably recruit.	12.45%	75%	9.34%
2. Availability of promotable, transferable, and trainable female employees within the organization.	6%	25%	1.5%
FINAL AVAILABILITY			10.84%

UTILIZATION AND GOALS ANALYSIS			
GROUP	% IN JG	UNDER Y/N	% GOALS
FEMALE	50%	No	0%
MINORITY	0%	Yes ⚠	10.84%
MALE	50%		
TOTAL	100%		

Utilization and Goals Analysis

- Utilization Analysis (06-2-15)

- In this analysis we compare the percentage of minorities and women in each job group with the availability analysis. When the percentage of minorities or women in a job group is less than would reasonably be expected, the contractor must set a placement goal.

Job Group	EEO-1 Code	Male	Female	Total	Current Workforce										Availability						Percentage Goals								
					Minorities										Total Minority	Females			Minorities			Female	Minority						
					Males					Females						% in Job Group	% Availability	Under-Utilized Y/N	% in Job Group	% Availability	Under-Utilized Y/N								
B	F	PI	AI	H	B	A	PI	AI	H																				
1	1	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50%	4.85%	No	0%	10.84%	Yes ⚠	0%	10.84%
2	2	14	4	18	1	1	0	1	1	1	0	0	0	1	6	22.22%	8.57%	No	33.33%	7.78%	No	0%	0%	0%	0%	0%	0%	0%	
6	1	30	0	30	0	2	0	2	2	0	0	0	0	0	6	0%	5.84%	Yes ⚠	20%	8.22%	No	5.84%	0%	0%	0%	0%	0%	0%	
7	7	139	38	177	7	0	3	13	2	0	2	1	28	21.47%	11%	No	15.82%	5.3%	No	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Totals		184	43	227	8	3	0	6	18	1	2	0	2	40															

Job Group	Number of People					
	Female			Minority		
	Head Count	Yes / No	Add #	Head Count	Yes / No	Add #
1	0.09	No	0	0.22	No	0
2	1.54	No	0	1.4	No	0
6	1.69	Yes	1	2.47	No	0
7	1.95	No	0	9.38	No	0



Job Area Acceptance Range Analysis

- Job Area acceptance range is not found in the regulations but it is an analysis used by the agency to compare the participation rate of minorities and females as compared to the percentage of their presence in the workforce as a whole. It helps to determine concentrations and absences of minorities in departments.

Department	Total	Female	Minority	Female Participation		Minority Participation	
Cord	178	35	28	19.66%	WITHIN RANGE	15.73%	WITHIN RANGE
Engineering	17	4	6	23.53%	OVERREPRESENTATION	35.29%	OVERREPRESENTATION
Maintenance	32	4	6	12.5%	UNDERREPRESENTATION ⚠	18.75%	WITHIN RANGE
TOTAL	227	43	40				
PERCENT PARTICIPATION		18.94%	17.62%				
		LOWEST	HIGHEST				
FEMALE RANGE		15.15%	22.73%				
MINORITY RANGE		14.1%	21.15%				

Adverse Impact and Standard Deviation Analysis of Hires vs. Applicants

- Adverse impact analysis of hires vs. applicants (6C-2-17).
- This analysis compares the rate of hires that minorities and females experience as compared to the rate at which the non-minorities and men are hired. A hiring rate of less than 80% signals the possible presence of discrimination. The standard deviation is also employed here. A Deviation of 2 or greater could indicate the existence of discrimination.

Hires to Applicants														
Company Name: Sample Manufacturing, Inc. Dates: January 1, 2004 through December 31, 2004														
Job Group	Applicants				Hires									
	Male	Female	Minority	Non-Minority	Male	% Male	Female	% Female	Females Adversely Affected?	Minority	% Minority	Non-Minority	% Non-Minority	Minorities Adversely Affected?
1									NO					NO
2	43	8	0	51	3	6.98%	0	0%	YES ⚠	0	0%	3	5.88%	NO
5	33	101	3	131	0	0%	3	2.97%	NO	0	0%	3	2.29%	YES ⚠
6	31	1	2	30	3	9.68%	0	0%	YES ⚠	0	0%	3	10%	YES ⚠
7	442	91	92	441	29	6.56%	7	7.69%	NO	5	5.43%	31	7.03%	YES ⚠
Totals	549	201	97	653	35		10			5		40		
Total Applicants				750										
Total Hires				46										

Job Group	# of Standard Deviations Represented									
	Male vs. Female					Non-Minority vs. Minority				
	Male		Female		Standard Deviation	Non-Minority		Minority		Standard Deviation
Selected	Total	Selected	Total	Selected		Total	Selected	Total		
1										
2	3	43	0	8	0.77	3	51	0	0	N/A ⚠
5	0	33	3	101	-1	3	131	0	3	0.27
6	3	31	0	1	0.33	3	30	0	2	0.47
7	29	442	7	91	-0.39	31	441	5	92	0.55



Adverse Impact and Standard Deviation Analysis of Promotions

● Promotions (60-2-17)

● A promotion takes place when an employee moves from one job group to a higher job group. The adverse impact analysis and the standard deviation measure the rates at which minorities and females are promoted as compared to the rate at which non-minorities and men are promoted. A rate less than 80% and a deviation of 2 or greater indicate the possibility of discrimination.

Promotions														
Company Name: Sample Manufacturing, Inc. Dates: January 1, 2004 through December 31, 2004														
Incumbents					Promotions									
Job Group	Male	Female	Minority	Non-Minority	Male	% Male	Female	% Female	Females Adversely Affected?	Minority	% Minority	Non-Minority	% Non-Minority	Minorities Adversely Affected?
1	3	2	0	5					NO					NO
2	13	2	0	15	0	0%	1	50%	NO	0	0%	1	6.67%	NO
3	5	2	0	7					NO					NO
5	0	5	0	5	0	0%	1	20%	NO	0	0%	1	20%	NO
6	24	0	3	21					NO					NO
7	149	43	15	177	1	0.67%	0	0%	YES ⚠	0	0%	1	0.56%	YES ⚠
Total	194	54	18	230	1		2			0		3		
Total Incumbents				248										
Total Promotions				3										

Job Group	# of Standard Deviations Represented													
	Male vs. Female					Non-Minority vs. Minority								
	Male		Female		Standard Deviation	Non-Minority		Minority		Standard Deviation				
Selected	Total	Selected	Total	Selected		Total	Selected	Total						
1														
2	0	1	1	1	-1.41	1	1	0	0	N/A ⚠				
3														
5	0	2	1	0	N/A ⚠	1	2	0	1	0.87				
6														
7	1	0	0	0	N/A	1	0	0	0	N/A				

Adverse Impact and Standard Deviation Analysis of Terminations

● Terminations (60-2-17)

● Although both cause and voluntary terminations are considered in this analysis, cause actions only are the target of this analysis. When the rate at which minorities and females are terminated is greater than the rate at which non-minorities are terminated there is a possibility that discrimination is present. When the adverse impact is used for this analysis, and the favored group is minority or female this may be the result of discrimination.

Terminations - All														
Company Name: Sample Manufacturing, Inc. Dates: January 1, 2004 through December 31, 2004														
Incumbents					Terminations - All									
Job Group	Male	Female	Minority	Non-Minority	Male	% Male	Female	% Female	Females Adversely Affected?	Minority	% Minority	Non-Minority	% Non-Minority	Minorities Adversely Affected?
1	3	2	0	5	1	33.33%	0	0%	NO	0	0%	1	20%	NO
2	13	2	0	15	1	7.69%	0	0%	NO	0	0%	1	6.67%	NO
3	5	2	0	7					NO					NO
5	0	5	0	5					NO					NO
6	24	0	3	21	2	8.33%	0	0%	NO	0	0%	2	9.52%	NO
7	149	43	15	177	18	12.08%	9	20.93%	YES	1	6.67%	26	14.69%	NO
Total	194	54	18	230	22		9			1		30		
Total Incumbents				248										
Total Terminations				31										

Job Group	# of Standard Deviations Represented													
	Male vs. Female					Non-Minority vs. Minority								
	Male		Female		Standard Deviation	Non-Minority		Minority		Standard Deviation				
Selected	Total	Selected	Total	Selected		Total	Selected	Total						
1														
2														
3														
5														
6	1	24	0	0	N/A ⚠	1	21	0	3	0.39				
7	6	149	2	43	-0.18	7	177	1	15	-0.5				



Compensation Analysis of Males and Females

- Compensation analysis (60-2-17)

Job Group	TOT EMP #	Minority Females				TOT EMP #	Non-Minority Females			
		Total \$	Low	High	Average		Total \$	Low	High	Average
1						1	\$81,822.00	\$81,822.00	\$81,822.00	\$81,822.00
2	2	\$116,103.00	\$54,819.80	\$61,284.00	\$58,251.50	2	\$100,738.00	\$48,919.00	\$50,819.00	\$50,369.00
6										
7	5	\$159,534.00	\$30,617.80	\$33,571.00	\$31,306.80	33	\$1,097,066.00	\$30,617.00	\$33,571.00	\$33,244.42

- The analyses used are both the adverse impact analysis and the standard deviation. The salary displays are the same as those used in the EO Survey. Both the adverse impact and the standard deviation are used for this analysis.

Job Group	TOT EMP #	Minority Males				TOT EMP #	Nor-Minority Males			
		Total \$	Low	High	Average		Total \$	Low	High	Average
1						1	\$88,140.00	\$88,140.00	\$88,140.00	\$88,140.00
2	4	\$231,493.00	\$51,619.90	\$62,500.00	\$57,373.25	10	\$594,887.00	\$51,000.00	\$80,002.00	\$59,468.70
6	6	\$239,357.00	\$38,812.00	\$40,469.00	\$39,992.83	24	\$983,135.00	\$36,462.00	\$46,012.00	\$40,130.63
7	23	\$765,226.00	\$30,617.80	\$33,571.00	\$33,270.70	116	\$3,838,582.00	\$30,617.00	\$35,651.00	\$33,091.22

Standard Deviation of Salaries

- A standard deviation of 2 or greater from the norm could mean a discriminatory salary system.

Job Group	# of Standard Deviations Represented					
	Male vs. Female			Non-Minority vs. Minority		
	Total Male	Total Female	Standard Deviation	Total Non-Minority	Total Minority	Standard Deviation
1	1	1	N/A	2	0	N/A ⚠
2	14	4	1.18	12	6	0.01
6	30	0	N/A ⚠	24	6	0.28
7	139	38	0.25	149	28	0.42



Internal Audit of Employment Actions

- Internal Audit (60-2-17)

- This is a summary of the personnel actions that took place during the AAP year. It serves as instrument for managers to review company employment action and determine the needs of the company and shows them where to place their attention for corrective action.

Job Group	Applicants			Hires			Promotions			Transfers			Terminations		
	TOT	FEM	MIN	TOT	FEM	MIN	TOT	FEM	MIN	TOT	FEM	MIN	TOT	FEM	MIN
1													1	0	0
2	51	8	0	3	0	0	1	1	0	1	0	0	1	0	0
3															
5	134	101	3	3	3	0	1	1	0						
6	32	1	2	3	0	0							2	0	0
7	533	91	92	36	7	5	1	0	0	7	1	1	27	9	1

Analysis of Annual Goals for the Prior Year

- Analysis of prior year goals (60-2-17)

- This analysis shows the goals the company had for the AAP year and the success it had in meeting these goals. Goals that have not been met are easily identifiable by an alert indicator in the "goals met" column of the form.

Job Group	% Goals		Placements							Female Goals Met	Minority Goals Met
	Date: January 1, 2005		For the period January 1, 2004 through December 31, 2004								
	Female	Minority	Total Placements	Expected		Actual		Difference		Yes / No	Yes / No
1	0%	10.20%	1	0	0	1	0	1	0	Yes	Yes
2	0%	4.19%	4	0	0	1	0	1	0	Yes	Yes
3	31.56%	11.51%	0	0	0	0	0	0	0	N/A	N/A
5	0%	7.71%	3	0	0	3	0	3	0	Yes	Yes
6	5.11%	0%	4	0	0	0	0	0	0	Yes	Yes
7	26.84%	19.33%	36	9	6	7	5	-2	-1	No ⚠	No ⚠



Overview of RPL and Its Services

RPL Management Resources, Inc. (RPLMRI) is a company dedicated to assist employers to meet their EEO/affirmative action responsibilities in an efficient, cost effective manner. We offer our clients the highest caliber of service and approach our relationship as one that will stay with the client for the long haul. We are aware of the special responsibilities of companies to whom clients outsource certain tasks. We treat all of them with the highest respect and make every effort to perform services with the thoroughness and care we want shown to our business.

Services Offered by RPLMRI

Affirmative Action Plans

We prepare "turnkey" written affirmative action programs (AAP) for government contractors. All of our programs are totally responsive to the implementing regulations for Executive Order 11246, as amended, The Rehabilitation Act of 1973 and the Veterans Readjustment Assistance Act of 1974. It is our policy to review company employment structures, identify the establishment we believe require affirmative action programs and present this information to the client. We then prepare AAPs for all the facilities or for those facilities the client elects to have programs completed.

Internet Training

Certificate Internet Training Programs are designed to bring EEO training to employees in a convenient, accurate, clear discussion of EEO laws. EEO courses available to clients are:

- Managing Diversity - EEO and the Law
- Sexual Harassment, Inappropriate, Illegal Conduct in the Workplace
- The ABC's of the ADA
- Discipline and Termination - Two Sides of the Same Coin
- ADA - Title III - Public Accommodations

Complaint Investigations

Investigations include a thorough review of pertinent documentation, interviews with witnesses and the preparation of a Report of Findings that will give the investigator's opinion on the validity of the complaint (cause/no-cause). All information is held in confidence.

Risk Assessment Audits

A Risk Assessment audit is a review of company policies, procedures and practices to determine if there are systemic or other EEO problems. The basis for such evaluations is Title VII, Sex Discrimination Guidelines, Age Discrimination Act, and Americans With Disabilities Act.

For a more detailed review of our services visit www.rplmri.com/services.





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