

1. STATEMENT OF POLICY

The County of Lenawee, Michigan and all of its employing departments shall follow a policy of non-discrimination in employment and shall implement a comprehensive program of "affirmative action" designed to maximize the employment and advancement of minority and female individuals. It is the intention of the Board of Commissioners of Lenawee County to promote and encourage the recruitment, hiring, training, and advancement of all persons and not to discriminate against any employee or applicant for employment because of race, color, creed, national origin or ancestry, sex, age, or physical limitation. It is further the intent of this policy that affirmative action will be taken to insure the implementation of its equal employment opportunity policy.

The Affirmative Action Program and the plan of implementation will be a set of specific and result oriented procedures to which Lenawee County commits itself to apply every good faith effort. The general objectives of this affirmative action plan are:

1. To reach and maintain employment levels consistent with the ratio of the minority/majority populations; and,
2. To distribute and maintain this ratio throughout all levels of County service; and,
3. To continuously make good faith efforts to eliminate and prevent the occurrence of seen or unseen barriers of discrimination and unfair employment practices.

The Personnel Director of Lenawee County is directed to administer this policy by the County Board of Commissioners, utilizing this affirmative action plan to insure equal opportunity for employees or applicants for employment. Such action shall include, but not be limited to, employment, upgrading, demotion or transfer, recruitment advertising, lay-off or termination, rates of pay or other forms of compensation of benefit and selection for training programs.

2. DEFINITION OF TERMS

Minority means those members of a racial minority group. The procedures as outlined within, however, will also include any person who may be discriminated against because of race, color, creed, national origin or ancestry, sex, age, or physical limitation where appropriate in context.

Affirmative Action means analyzing the methods, procedures and results of personnel actions to determine whether qualified workers have been excluded for reasons of race, color, creed, national origin or ancestry, sex age, or physical limitation, and the taking of appropriate action in those areas found to be discriminatory. The

objective being to initiate such procedures that equal opportunity may flourish in all phases of the employment process.

Validation means the process of making certain that no selection procedure reflects discriminatory cultural aspects in relation to job structure and description.

Union defines the bargaining agents of County employees.

Recruitment broadly defines the methods and procedures used to attract qualified applicants, usually considered the first step in the selection process.

3. PROCEDURE

A. Recruitment shall be broadened to include an aggressive campaign to improve the image of County government to the minority and female residents by:

1. Placing employment advertisements in newspapers, newsletters and other communication media;
2. Recruiting through schools and colleges having substantial proportions of minority and female students when appropriate;
3. Utilizing recognized national organizations, publications and trade journals to advertise job openings when warranted;
4. Maintaining systematic contacts with local minority and female organizations, leaders and spokesmen to encourage referral of qualified applicants;
5. Requesting referrals from government agencies and program directors such as:
 - a. C.E.T.A.
 - b. State Employment Office
 - c. SER, Jobs for Progress
 - d. Lenawee County Vocational Technical Center
 - e. Community Action Agency
6. Insuring that all methods of recruiting clearly state that Lenawee County is an "Equal Opportunity Employer";
7. Emphasize with all recruitment contracts that qualified minority and female applicants are being sought for consideration whenever the County recruits to fill any vacancy including supervisory, professional, and technical jobs;
8. Posting job opportunity notices on department bulletin boards when appropriate;
9. Submitting newsworthy press releases to all local media to publicize the County's affirmative action efforts.

B. Selection procedures will be analyzed and any corrective action will be taken to insure that:

1. They are objectively tailored to test the skills, abilities and knowledge required to satisfactorily perform the duties of the position;

2. Affirmative action in hiring will be designed to the end that employment goals as they relate to minorities and females are attained;
3. Equal opportunity exists in the promotion process and those job areas in which there is little or no minority or female representation shall be reviewed to determine whether this results from discrimination;
4. Training and education opportunities designed to develop skills needed to improve current performance, to qualify for higher level positions are provided to employees on a nondiscriminatory basis.

C. Demotion, Lay-off and Termination action will in no way favor or discriminate against any employee on the basis of race, color, creed, national origin or ancestry, sex, age, or physical limitation. The County will attempt to retain as many minority employees as possible and insure that the demotion, lay-off and termination procedures are equitable and do not discriminate against minority employees.

Any employee who is passed over in the selection process or who is demoted, laid-off or terminated and feels that these actions were the result of discrimination may utilize the appropriate grievance procedure.

D. Delegation of Authority:

1. The Personnel Director shall:
 - a. be responsible for the implementation, administration, and review of the Affirmative Action Program as it relates to the employment, training, promotion, lay-off and termination of employees;
 - b. establish, administer, and provide policy direction for the Affirmative Action Program so that equal opportunities exist in all departments;
 - c. formulate and disseminate directives to department heads to develop Affirmative Action goals and time tables. The directives will instruct department heads to make a complete analysis of their work forces to determine which areas fall below desired program levels and to develop systematic career advancement for minorities and women;
 - d. establish and implement training programs to facilitate career advancement for minorities and women;
 - e. provide for the establishment of affirmative action supervisory training programs;
 - f. appoint the Assistant Personnel Director or other appropriate County official as the Equal Employment Opportunity Officer to assist in the administration of the Affirmative Action Program;
 - g. inform the County Board of Commissioners on the progress of this Affirmative Action Plan and to consult with them when appropriate;

- h. encourage the unions and the Board of Commissioners to implement any necessary changes in contracts and rules which may be in conflict with this program.
- 2. The Assistant Personnel Director shall:
 - a. assist in developing special recruitment programs when necessary and establish communication channels with minority groups to inform them of employment openings;
 - b. study selection and testing procedures and insure that artificial barriers do not exist in the hiring or promotion of minorities and women;
 - c. assist the Personnel Director in interpreting the goals of the Affirmative Action Program to management, minority groups and women
 - d. investigate any grievance or issue pertinent to the implementation of this Affirmative Action Program to insure that the aggrieved has access to the grievance procedure;
 - f. assist in the coordination of the implementation of training and promotional programs to insure that minorities and women will not be discriminated against;
 - g. make periodic evaluative reports available for public inspection.
 - 3. The Department Head shall:
 - a. implement this program and develop a positive attitude toward equal opportunity in their department;
 - b. encourage and develop training and promotional programs for minorities and women within the department;
 - c. make periodic evaluative reports on the progress and results of equal opportunity programs within their departments.

APPENDIX A POPULATION AND EMPLOYMENT DATA

The following tables and the data contained therein have been developed from information reported in the 1970 U.S. Census for the County of Lenawee.

This agency has compiled data from numerous sources including the County's school system in developing their estimate of the minority population of Lenawee County as detailed in Table 1. They report that many local firms and industries have used this data in developing their affirmative action plans. Their estimate seems realistic and has been considered strongly in developing the County's target employment objective as detailed in Table VI.

Table IV contains an employment analysis by category of the County's employees. The description of job categories has been defined by the Federal Equal Employment Opportunity Commission and the status of the County's employment forces is reported to that agency annually by department in substantially this manner. The description of these job categories is as follows:

- a. Officials and Administrators: 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, Bureau Chiefs, Division Chiefs, Directors, Deputy Directors, Controllers, Examiners, Wardens, Superintendents, Sheriffs, Police and Fire Chiefs and Inspectors and kindred workers.
- b. Professionals: 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, Doctors, Psychologists, Registered Nurses, Economists, Dietitians, Lawyers, System Analysts, Accountants, Engineers, Employment and Vocational Rehabilitation Counselors, Teachers or Instructors, Police and Fire Captains and Lieutenants and kindred workers.
- c. Technicians: 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, Draftsmen, Surveyors, Licensed Practical Nurses, Photographers, Radio Operators, Technical Illustrators, Highway Technicians, Technicians (medical, dental, electronic, physical sciences), Assessors, Inspectors, Police and Fire Sergeants and kindred workers.
- d. Protective Service Workers: 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.
- e. Paraprofessionals: 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: Library Assistants, Research Assistants, Medical Aides, Child Support Workers, Police Auxiliary, Welfare Service Aides, Recreation Assistants, Homemakers Aides, Home Health Aides and kindred workers.

- f. Office and Clerical: Occupations which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: Bookkeepers, Messengers, Office Machine Operators, Clerk Typists, Stenographers, Court Transcribers, Hearing Reporters, Statistical Clerks, Dispatchers, License Distributors, Payroll Clerks and kindred workers.
- g. Skilled Craft Workers: Occupation in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on the job training and experience or through apprenticeship or other formal training programs. Includes: Mechanics and Repairmen, Electricians, Heavy Equipment Operators, Stationary Engineers, Skilled Machining Occupations, Carpenters, Compositors and Typesetters and kindred workers.
- h. Service-Maintenance: 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: Chauffeurs, Laundry and Dry Cleaning Operatives, Truck Drivers, Bus Drivers, Garage Laborers, Custodial Personnel, Gardeners and Groundkeepers, Refuse Collectors, Construction Laborers and kindred workers.