Client Resource

Guide to
Affirmative Action Reports

balance | AAP software

berkshire

Introduction

The *Client's Guide to Affirmative Action Plan Reports* will help you understand the required and supporting reports that are included in an Affirmative Action plan (AAP), which serves as a vehicle to assess the state of your organization's workforce diversity. Because an AAP is intended to help you formulate Affirmative Action efforts going forward, this resource will help you in communicating AAP results to others within your organization.

What this *Guide* Covers

This *Guide* covers all required reports, key supporting reports, and monitoring reports, as produced by Berkshire's balanceAAP (and REACH) software. These reports are organized in the Table of Contents, on the next page, by Report Group. For each report, a written summary and a sample report are shown for your reference. Additional reports are available in the software.

The report samples provided in this guide will rely on the most commonly used settings for compliance purposes and to meet typical client needs. If you are interested in reviewing other options, the full array of report settings will be highlighted at the beginning of each *Guide* section.

Required Reports

AAP-required reports are marked with a **Required** symbol: ✓Required

If You Need Additional Support

We hope you find this guide to be a valuable resource in understanding and interpreting AAP results and related analyses. If you have additional questions, person-to-person support is also available:

Berkshire Service Customers – Contact your AAP consultant for an appointment by telephone at (800) 882-8904, or email: ClientData@berkshireassociates.com. Your consultant can assist you with questions regarding AAP reports.

Software Customers – Technical support for balanceAAP software is available by calling (800) 882-8904, during the following hours:

8:30 a.m. – 8 p.m. ET, Monday – Thursday, and 8:30 a.m. – 5 p.m. ET, Friday.

Help from a product support representative is also available by email at: product.support@berkshireassociates.com, or you may click the request button within the software, located in the *software header*.

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Overview Reports

Plan Summary

The *Plan Summary* provides a multi-page synopsis of results by topic that can be used to communicate about the state of Affirmative Action within your organization. For detailed information on the topics above, please refer to the underlying reports, using the links below:

- **Employment** – Total employee counts/percentages by minority and female.
- **Incumbency vs. Estimated Availability** – Potential areas of underutilization of minorities and females by job group, based on the Utilization rule in place.
- **Personnel Activity** – Counts/percentages for the protected classes by personnel action.
- **Adverse Impact** – This measure, formally referred to as "adverse impact ratio analysis" (adverse IRA), evaluates each personnel action to ascertain whether disproportionate selection rates exist by gender or race/ethnicity. The selection rate for the "favored" group (i.e., the group with the highest selection rate) is compared to the selection rate for the other analysis groups. (The *Summary* differs from full reports, by highlighting results having statistical significance.)
- **Goal Attainment** – Progress made during the current plan year, through hiring and promotion, in meeting placement goals set in the prior year.
- **IWD/Veterans** – IWD utilization and Veteran hiring, compared to goal and benchmark, respectively.

A *Progress Summary,* also shown in this section, is available in an interim Update plan.

Overview Report Settings:

Plan Summary for an Annual Plan (or Progress Summary for an interim Update Plan)

- **Overall** –
  - Run for Minorities/Females (default) OR Run for protected classes selected in plan settings
  - Choose activities (Defaults: Applicant, New Hire, Promotion, Termination, Involuntary Termination)
- **Do you want to include an Individuals with Disabilities analysis?**
  - Yes, I want to include analysis for Individuals with Disabilities.(default, Plan Summary)
  - No, I don't want to include analysis for Individuals with Disabilities. (default, Progress Summary)
- **Do you want to include a Protected Veterans analysis?**
  - Yes, I want to include analysis for Protected Veterans. (default, Plan Summary)
  - No, I don't want to include analysis for Protected Veterans.(default, Progress Summary)
- **Incumbency vs. Estimated Availability – How would you like to show groups with goals on your Plan Summary?**
  - Show all groups
  - Show groups w/ goals (default)
  - Show groups w/ significant goals (i.e., adverse impact must be statistically significant)
- **Adverse Impact – How would you like to show Adverse Impact on your Plan Summary?**
  - Show Adverse Impact by Favored Group (default)
  - Show Traditional Adverse Impact
  - Do Not Show Adverse Impact
- **Adverse Impact – How would you like to show groups with Adverse Impact on your Plan Summary?**
  - Show all groups
  - Show groups w/ Adverse IRA
  - Show groups w/ significant Adverse Impact (default)
- **Recruitment Areas** – Hide Recruitment Areas section (default)

Plan Summary

Minorities And Women

Employment Data as of 6/30/2019

	Total Employees	Min	Fem
#	482	166	268
%		34.44	55.60

Incumbency vs. Estimated Availability

For incumbency vs. availability, lists job groups with goals.

1A	Executive Management		
Total Emp **44**		Min	Fem
	Employment %	2.27	38.64
	Availability %	20.50	27.82
	Statistical Value	2.995	

2C	Entry Level Professionals		
Total Emp **60**		Min	Fem
	Employment %	15.00	60.00
	Availability %	38.48	54.54
	Statistical Value	3.738	

5A	Senior Level Clerical		
Total Emp **54**		Min	Fem
	Employment %	25.93	88.89
	Availability %	51.81	82.18
	Statistical Value	3.807	

Yellow highlight indicates potential underutilization, based on the chosen Utilization rule.

In this example, the Significant Different Rule was chosen, as outlined in green below.

Red highlight on Statistical Value would indicate the underutilization is statis

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

S - Significant Difference Rule

A placement goal is set when employment is less than availability by a statistically significant amount.

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Personnel Activity Data for: 7/1/2018 - 6/30/2019

		Total	Min	Fem	Unk Race	Unk Gend
Applicant Pool	#	439	182	305	42	19
	%		41.46	69.48	9.57	4.33
Applicant Selected	#	43	21	36	0	0
	%		48.84	83.72	0.00	0.00

Totals in Applicant Pool versus Selected

		Total	Min	Fem
New Hire	#	43	21	36
	%		48.84	83.72
Promotion	#	47	14	20
	%		29.79	42.55
Termination	#	15	3	14
	%		20.00	93.33
Involuntary Termination	#	5	1	5
	%		20.00	100.00
Voluntary Termination	#	10	2	9
	%		20.00	90.00

Totals for other personnel actions

Statistical value of difference in selection rate between favored group and non-favored group

YES Yellow highlight indicates adverse IRA (impact ratio analysis) finding.

YES Red highlight indicates difference in selection rates is statistically significant.

Adverse Impact

1A Executive Management

Action Type	Protected Class	Adv IRA	Sel Ratio	Stat Value	Shortfall	Stat Sig?	Favored Group
Applicant	Mal	YES	0.00	2.789	2	YES	Fem

2A Senior Level Professionals

Action Type	Protected Class	Adv IRA	Sel Ratio	Stat Value	Shortfall	Stat Sig?	Favored Group
Applicant	Fem	YES	0.00	2.022	1	YES	Mal
Applicant	Wht	YES	0.00	2.697	2	YES	Min
Applicant	Wht	YES	0.00	4.522	2	YES	Blk

2B Mid Level Professionals

Action Type	Protected Class	Adv IRA	Sel Ratio	Stat Value	Shortfall	Stat Sig?	Favored Group
Applicant	Wht	YES	0.05	3.461	0	YES	Blk
Promotion	Fem	YES	0.06	3.750	4	YES	Mal

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2C	Entry Level Professionals						
Action Type	Protected Class	Adv IRA	Sel Ratio	Stat Value	Shortfall	Stat Sig?	Favored Group
Applicant	Wht	YES	0.25	2.018	1	YES	Asi
Promotion	Asi	YES	0.00	0.012F	1	YES	Blk
Promotion	Wht	YES	0.25	2.781	2	YES	Blk

5A	Senior Level Clerical						
Action Type	Protected Class	Adv IRA	Sel Ratio	Stat Value	Shortfall	Stat Sig?	Favored Group
Applicant	Blk	YES	0.25	2.416	3	YES	Wht
Applicant	Min	YES	0.21	2.752	4	YES	Wht

Infin - indicates that the denominator was zero
"--" indicates that the result could not be calculated

Goal Attainment

1A	Executive Management		
	Total	Min	Fem
Prior Year Goal		20.50	
New Hire	3	0	0.00
Promotion	0	0	N/A
Total Opps	3	0	0.00
Achieved? *		LIMITED	

For Goal Attainment, displays only job groups with goals set as a result of prior-year AAP results

2C	Entry Level Professionals		
	Total	Min	Fem
Prior Year Goal		38.28	
New Hire	9	6	66.67
Promotion	1	0	0.00
Total Opps	10	6	60.00
Achieved? *		YES	

YES indicates goal was achieved. (If % for minority or female placement is ≥ Goal, or placement rate is within one whole person of Goal).

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5A	Senior Level Clerical		
	Total	Min	Fem
Prior Year Goal		51.81	
New Hire	13	3	23.08
Promotion	5	1	20.00
Total Opps	18	4	22.22
Achieved? *		NO	

Note - there was no prior year goal required for categories not listed above.

* YES = within one person of exceeding prior year goal

LIMITED = Limited Opportunities. This indicates the prior year goal percent multiplied by total opportunities to the job group was less than one person.

Individuals with Disabilites (IWD)

Individuals with Disabilities Utilization Goals Employment Data as of 6/30/2019

The following job groups fall below the established benchmark:

1A - Executive Management, 3A - Technicians

Protected Veterans Hiring Activity for: 7/1/2018 - 6/30/2019

Veteran Benchmark for Hiring

Hiring %	9.30
Benchmark %	5.90
Benchmark met?	Yes

Progress Summary (Update Plan)

Progress Summary

Minorities And Women

Employment Data as of 12/31/2019

	Total Employees	Min	Fem
#	496	187	301
%		37.70	60.69

Personnel Activity Data for 7/1/2019 - 12/31/2019

		Total	Min	Fem	Unk Race	Unk Gend
Applicant Pool	#	411	176	285	36	18
	%		42.82	69.34	8.76	4.38
Applicant Selected	#	36	19	31	0	0
	%		52.78	86.11	0.00	0.00

		Total	Min	Fem
New Hire	#	36	20	36
	%		55.56	100.00
Promotion	#	39	11	17
	%		28.21	43.59
Termination	#	9	2	9
	%		22.22	100.00
Involuntary Termination	#	4	0	4
	%		0.00	100.00

Adverse Impact

2A	Senior Level Professionals						
Action Type	Protected Class	Adv IRA	Sel Ratio	Stat Value	Shortfall	Stat Sig?	Favored Group
Applicant	Wht	YES	0.00	4.357	0	YES	His

2B	Mid Level Professionals						
Action Type	Protected Class	Adv IRA	Sel Ratio	Stat Value	Shortfall	Stat Sig?	Favored Group
Promotion	Fem	YES	0.10	2.700	3	YES	Mal

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2C	Entry Level Professionals						
Action Type	Protected Class	Adv IRA	Sel Ratio	Stat Value	Shortfall	Stat Sig?	Favored Group
Promotion	Asi	YES	0.00	0.012F	1	YES	Blk
Promotion	Wht	YES	0.20	3.165	1	YES	Blk

Infin - indicates that the denominator was zero
"--" indicates that the result could not be calculated

Goal Attainment

1A	Executive Management				
	Total	Min		Fem	
Prior Year Goal		23.36			
New Hire	0	0	N/A		
Promotion	0	0	N/A		
Total Opps	0	0	N/A		
Achieved? *		NO OPPS			

1C	First Level Managers				
	Total	Min		Fem	
Prior Year Goal		41.67		71.88	
New Hire	0	0	N/A	0	N/A
Promotion	2	0	0.00	1	50.00
Total Opps	2	0	0.00	1	50.00
Achieved? *		LIMITED		YES	

2A	Senior Level Professionals				
	Total	Min		Fem	
Prior Year Goal				52.50	
New Hire	0			0	N/A
Promotion	6			4	66.67
Total Opps	6			4	66.67
Achieved? *				YES	

Note - there was no prior year goal required for categories not listed above.

* YES = within one person of exceeding prior year goal

LIMITED = Limited Opportunities. This indicates the prior year goal percent multiplied by total opportunities to the job group was less than one person.

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Individuals with Disabilities (IWD)

Individuals with Disabilities Utilization Goals Employment Data as of 12/31/2019

The following job groups fall below the established benchmark:

1A - Executive Management, 3A - Technicians, 5A - Senior Level Clerical

Protected Veterans Hiring Activity for 7/1/2019 - 12/31/2019

Veteran Benchmark for Hiring

Hiring %	8.33
Benchmark %	5.90
Benchmark met?	Yes

Change the default report settings to display IWD/Veteran metrics.

Benchmarks are set in the corresponding Annual plan.

Main AAP Reports

Workforce Report Settings:

Workforce Analysis

- Exclude (department) Hierarchy Information (default)
- Insert Page Breaks between Departments

Order by – Grade (default), Salary Range OR Average Salary

Display – Show Grade; Show Salary (default) OR Show No Salary Information

Department Analysis – Show only Departments with Potential Problems (The default setting is to show all departments.)

✓ Required

Workforce Analysis

The *Workforce Analysis* is one of two reports that meet OFCCP requirements for preparing an organizational profile. (The alternative report is the *Organizational Display*.)

The *Workforce Analysis* is a detailed listing of each job title by department or organizational unit. This report also includes the required employment statistics for each job code/title within each department.

For each organizational department or unit, the *Workforce Analysis* includes the following:

- Department or unit code/name.
- Job codes and titles in each department, listed with the following:
  - EEO Code
  - Grade or Salary Range
  - Total number of employees in each job title
  - Total number of male and female employees in each job title, broken down by race/ethnicity
- Job titles sorted by salary or grade from lowest to highest
- Total number of employees in the department
- Total number of males and females in the department, broken down by race/ethnicity

Related Reports

- Organizational Display/Supervisor by Department
- Annotated Employee List by Department

Total for job code by # of employees and out of Total, # of minorities

Total for job by gender

Race/ethnicity Codes

Workforce Analysis

1000 President, CEO

Job Code & Title	Salary Range & EEO Code				Total	W	B	A	H	I	P	2
ENG160	$40,000.00 - 60,580.00	Total	3	Mal	0	0	0	0	0	0	0	0
Engineer III	2	Tot Min	2	Fem	3	1	1	0	1	0	0	0
GMT000	$750,000.00 - 750,000.00	Total	1	Mal	0	0	0	0	0	0	0	0
Chief Executive Officer	1.1	Tot Min	0	Fem	1	1	0	0	0	0	0	0
Total for 1000		Total	4	Mal	0	0	0	0	0	0	0	0
		Tot Min	2	Fem	4	2	1	0	1	0	0	0

1140 Corporate Information Systems

Job Code & Title	Salary Range & EEO Code				Total	W	B	A	H	I	P	2
MIS670	$38,300.00 - 42,600.00	Total	3	Mal	3	3	0	0	0	0	0	0
Systems Administrator I	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
MIS255	$53,700.00 - 60,875.00	Total	6	Mal	0	0	0	0	0	0	0	0
Programmer Analyst IV	2	Tot Min	3	Fem	6	3	1	0	2	0	0	0
MIS360	$55,500.00 - 57,500.00	Total	3	Mal	0	0	0	0	0	0	0	0
Systems Analyst III	2	Tot Min	2	Fem	3	1	0	1	1	0	0	0
MIS760												
Network Analyst III												
MIS256												
Programmer Analyst C/S IV												
MIS245												
Programmer Analyst V												
MIS350												
Systems Analyst V												
MIS220												
Programmer Analyst VII												
MIS230												
Programmer Analyst VI												

Legend for race codes:

- A – Asian
- B – Black
- H – Hispanic
- I – American Indian
- P – Pacific Islander
- W – White
- 2 – Two or More

Workforce Analysis

1135 Office Systems

Salary can be hidden.

Job Code & Title	Salary Range & EEO Code				Total	W	B	A	H	I	P	2
MIS995	$37,200.00 - 39,400.00	Total	3	Mal	0	0	0	0	0	0	0	0
Communications Specialist	5	Tot Min	0	Fem	3	3	0	0	0	0	0	0
MIS765	$47,950.00 - 49,800.00	Total	3	Mal	3	3	0	0	0	0	0	0
Network Analyst II	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
MIS932	$71,250.00 - 72,900.00	Total	3	Mal	3	3	0	0	0	0	0	0
Manager, Infor. Sys. Security	1.2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
MIS755	$73,750.00 - 75,100.00	Total	3	Mal	3	2	1	0	0	0	0	0
Network Analyst IV	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
MIS030	$86,500.00 - 89,250.00	Total	3	Mal	2	2	0	0	0	0	0	0
Director, Office Systems	1.2	Tot Min	1	Fem	1	0	0	1	0	0	0	0
Total for 1135		Total	15	Mal	11	10	1	0	0	0	0	0
		Tot Min	2	Fem	4	3	0	1	0	0	0	0

Department Total for all employees and out of Total, # of minorities

Breakdown by race/ethnicity

Main AAP Reports

Organizational Display / Supervisor by Department

✓ Required

The *Organizational Display* is one of two reports that meet OFCCP requirements for preparing an organizational profile. (The alternative report is the *Workforce Analysis*.)

The *Organizational Display* is a detailed listing of organizational structure, including department hierarchy, employment statistics, and supervisor information.

Regulatory Guidance – For each organizational unit or department, the *Organizational Display* must include the following:

- Departments or units in hierarchical order (Unstaffed departments must be excluded.)
- Name of the department/unit
- Job title, gender, race, and ethnicity of the department/unit supervisor (if there is a supervisor)
- Total number of male and female incumbents
- Total number of male and female incumbents by race/ethnicity

Also required: The *Supervisor by Department* report, containing job title information for each departmental supervisor, must accompany the *Organizational Display*.

Related Reports

- Workforce Analysis
- Annotated Employee List by Department

Organizational Display

1000 - President, CEO Total 4 (2 WF / 1 BF / 1 HF) Supervisors (1 WF)
    1025 - Corporate Technical Officer(Not staffed)
        1140 - Corporate Information Systems Total 40 (13 WM / 10 WF / 2 BM / 3 BF / 3 AM / 4 AF / 1 HM / 4 HF) Supervisors (1 WM)
    1035 - General Counsel Total 7 (3 WM / 1 WF / 3 BF) Supervisors (1 WM)
        1040 - Intellectual Property Office Total 9 (8 WM / 1 WF) Supervisors (3 WM)
        1050 - Legal Affairs - International Total 6 (3 WM / 2 WF / 1 BM)
    1060 - Federal Policy & Regulation Total 1 (1 WM) Supervisors (1 WM)
        1075 - Government Relations Total 9 (9 WM) Supervisors (6 WM)
    1070 - International Affairs Total 6 (3 WM / 1 WF / 2 AF) Supervisors (2 WM / 1 WF)
    1080 - Corporate Communications Total 21 (6 WM / 12 WF / 3 BM) Supervisors (3 WF / 3 BM)
    1085 - Chief Financial Officer Total 4 (1 WM / 3 WF) Supervisors (1 WM)
        1100 - Internal Audit Total 3 (3 BM)
        110 - Treasury Operations Total 9 (6 WM / 3 WF) Supervisors (3 WM)
        115 - Controller - Corporate Total 3 (1 WF / 2 BF)
            1120 - Taxes Total 6 (1 WM / 3 WF / 1 BM / 1 BF)
            1130 - Accounting Total 6 (2 WM / 4 WF) Supervisors (2 WM / 4 WF)
            1150 - Controller - Division Total 45 (11 WM / 23 WF / 2 BM / 4 BF / 3 AM / 2 HF) Supervisors (2 WM / 1 WF)
        145 - VP Finance - Division Total 3 (3 WF)
            1155 - Financial Services - Corporate Total 9 (6 WM / 3 WF) Supervisors (3 WF)
            1160 - Financial Services - Division Total 3 (3 AF)
        1185 - Sub-Contracts & Purchasing Total 12 (3 WF / 3 BM / 5 BF / 1 HF)
        1195 - Corporate Services Total 3 (2 WM / 1 WF) Supervisors (2 WM / 1 WF)
            1230 - Office Services Total 3 (1 WF / 2 HF)
            1235 - Fitness Center Total 6 (3 WF / 3 AM)
            1240 - Security Total 6 (2 WF / 3 BF / 1 HF)
        3005 - International Finance Total 15 (3 WM / 3 BF / 3 AF / 2 HM / 4 HF) Supervisors (3 WM / 3 AF / 2 HM / 4 HF)
    1165 - Vice President - HR Total 1 (1 BF) Supervisors (1 BF)
        1170 - Benefits & Compensation Total 15 (2 WM / 10 WF / 1 BF / 2 HF) Supervisors (2 WM / 1 WF)

# of unit Supervisors by race and gender

# of unit employees by race and gender

Parent units flush left. Reporting departments at indents

Department code – name

Total # of unit employees

Legend for sample data:
- F – Female
- M – Male
- A – Asian
- B – Black
- H – Hispanic
- W – White

The Supervisor by Department table accompanies the Organizational Display.

Supervisor by Department

Department Code	Department Name	Job Title	Total	Race/Gender
1000	President, CEO	Chief Executive Officer	1	1 WF
1035	General Counsel	SVP Corporate Legal	1	1 WM
1040	Intellectual Property Office	Associate General Counsel	3	3 WM
1060	Federal Policy & Regulation	SVP Fed Pol & Reg Dept	1	1 WM
1070	International Affairs	Director, Intl Affairs	3	2 WM / 1 WF
1075	Government Relations	Mgr, Government Relations	3	3 WM
1075	Government Relations	VP Corporate Govt Relations	3	3 WM
1080	Corporate Communications	Mgr, Advertising/Promotions	3	3 BM
1080	Corporate Communications	VP Corporate Communications	3	3 WF
1085	Chief Financial Officer	SVP Corporate Finance	1	1 WM
1110	Treasury Operations	Director, Treasury Operations	3	3 WM
1130	Accounting	AVP Corporate Accounting	3	2 WM / 1 WF
1130	Accounting	Mgr, Financial Plng & Analysis	3	3 WF
1135	Office Systems	Director, Office Systems	3	2 WM / 1 AF
1135	Office Systems	Manager, Infor. Sys. Security	3	3 WM
1140	Corporate Information Systems	VP-CIO	1	1 WM
1150	Controller - Division	Division Controller	3	2 WM / 1 WF
1155	Financial Services - Corporate	Mgr, Financial Plng & Analysis	3	3 WF
1165	Vice President - HR	SVP Human Resources	1	1 BF
1170	Benefits & Compensation	AVP Compensation & Benefits	3	2 WM / 1 WF
1175	Staffing & Employee Relations	HR Manager III	3	1 WM / 2 HF
1180	Organizational Dev & Training	AVP Organization Development	3	2 WM / 1 AM
1195	Corporate Services	AVP Corporate Services	3	2 WM / 1 WF
1200	Corp Support	Chief Technical Officer	1	1 WM
1200	Corp Support	Division Head	3	3 WF
1250	Global Accounts	Director, Accounts	3	2 HM / 1 HF
1255	Sales - Non-Government	Sales Director	6	4 WM / 1 BF / 1 HM
1280	VP Engineering & Ops	Director, Product Devlopment	3	2 WF / 1 AF
1285	Engineering Mgmt	Director, Engineering Mgmt	3	2 WM / 1 AM
1295	Mechanical Engineering	Director, Mechanical Engineering	3	2 WM / 1 WF
2000	BAC Division Executive	SVP Division Executive	6	6 WM
2010	Sales - BAC Division	Director, Accounts	3	2 WF / 1 HF
2035	Technical Support	Manager, Engineering	6	4 WM / 1 WF / 1 BF
3000	International Division	SVP Division Executive	4	4 WM
3000	International Division	VP Division Sales	3	3 WF
3005	International Finance	Dir, Finance & Venture Planning	3	1 HM / 2 HF
3005	International Finance	International Controller	3	3 AF
3005	International Finance	Program Director	3	1 HM / 2 HF
3005	International Finance	VP Finance - International	3	3 WM
3010	Latin America Region	Program Director	6	2 HM / 4 HF
3015	Asia & Europe Region	Program Dir - Int l Vntres	3	1 WM / 1 WF / 1 BF

Legend for sample data:

- F – Female
- M – Male
- A – Asian
- B – Black
- H – Hispanic
- W – White

Main AAP Reports

Annotated Employee List by Department

✓ Required

The *Annotated Employee List by Department* shows the employee relationship to the AAP location, when the employee works at another location or reports to another location.

Regulatory Guidance – The regulations state that each employee must be included in the affirmative action program of the establishment at which he or she works, except that:

- Employees who work at establishments other than that of the manager to whom they report must be included in the affirmative action program of their manager ("Reports In/Out").
- Employees who work at an establishment, where the contractor employs fewer than 50 employees, may be included under any of the following three options:
    1. In an affirmative action program for only that establishment.
    2. In the affirmative action program for the location of the personnel function that supports the establishment ["Within Plan – Different Location"].
    3. In the affirmative action program for the location of the official to whom they report ["Within Plan – Different Location"].
- Employees for whom selection decisions are made at a higher level establishment within the organization must be included in the affirmative action program of the establishment where the selection decisions are made ["Reports In/Out"].
    - If an employee "reports in," the organizational profile and Job Group Analysis of the plan in which the employee is included must be annotated to identify the actual location of the employee.
    - If an employee "reports out," the organizational profile and Job Group Analysis of the physical location must be annotated to identify the plan in which the employee is included.

Category Definitions:

- **Reports In** (Master Plan set) – A list of employees who work at another plan location, but report into the plan. These employees will be included in the plan's analyses.
- **Reports Out** (Master Plan set) – A list of employees who work at the plan location, but report to a manager at another location. These employees will be included in the other location's plan.
- **Within Plan – Different Work Location** – A list of employees who are rolled into the plan location and plan analyses because they work at another location having < 50 employees.

Related Reports:

- Job Group Analysis
- Workforce Analysis
- Organizational Display
- Annotated Employee List by Job Group

Employee reports into plan from a different plan (if multiple plans are prepared)

Legend for sample data:
- F – Female
- M – Male
- A – Asian
- B – Black
- H – Hispanic
- W – White

Annotated Employee List by Department

Department code

Reports In

1035	General Counsel			
Job Code & Title	Work Location	Total Emps	Race	Gender
LGL000 - SVP Corporate Legal	Salisbury, MD	1	W	M
	Total for 1035 - General Counsel	1		

1060	Federal Policy & Regulation			
Job Code & Title	Work Location	Total Emps	Race	Gender
EPR510 - SVP Fed Pol & Reg Dept	Imperial, CA	1	W	M
	Total for 1060 - Federal Policy & Regulation	1		

1085	Chief Financial Officer			
Job Code & Title	Work Location	Total Emps	Race	Gender
FNC000 - SVP Corporate Finance	Salisbury, MD	1	W	M
	Total for 1085 - Chief Financial Officer	1		

1140	Corporate Information Systems			
Job Code & Title	Work Location	Total Emps	Race	Gender
MIS005 - VP-CIO	Salisbury, MD	1	W	M

5000	LAB Division Executive			
Job Code & Title	Work Location	Total Emps	Race	Gender
GMT008 - SVP LABS	Lascassas, TN	1	W	M
GMT008 - SVP LABS	Minneapolis, MN	1	W	M
GMT008 - SVP LABS	Salisbury, MD	1	W	M
	Total for 5000 - LAB Division Executive	3		
	Overall Total	27		

When job titles repeat, note other identifiers.

Within Plan - Different Work Location

1265	Inside Sales			
Job Code & Title	Work Location	Total Emps	Race	Gender
SLS260 - Sales Representative III	Lancaster, PA	1	H	M
SLS260 - Sales Representative III	Lancaster, PA	2	B	M

Page 1 of 3

Employee rolls into plan from a different Work Location that employs < 50 persons.

Main AAP Reports

Employment Report Settings

Job Group Analysis

- Show Percentages (default)
- Include Grade
- Insert Page Breaks between Job Groups (default)

Job Group Analysis

✓ Required

The *Job Group Analysis* report details the following information for each job group:

- Job codes/job titles in each job group
- Number of employees in each job code/job title
- Number and percentage of minorities and females in each job code/job title*
- Total number of employees in the job group
- Total number and percentage of minorities and females in the job group*

Regulatory Guidance on the Definition of Job Group – For AAP purposes, analysis on your organization's workforce is performed by job group. Each job group is comprised of jobs that share:

- EEO category
- Similar wages
- Similar job duties and responsibilities
- Similar opportunities for training, promotion, transfer, and other employment benefits

Job Group Analysis Summary

Option: BalanceAAP also offers an alternative summary report: Job Group Analysis by EEO Code.

The companion summary report supplements the above analysis by outlining the following information:

- Number of employees in each job group
- Number and percentage of minorities and females in each job group*
- Total number of employees in all job groups
- Total number and percentage of minorities and females in all job groups*

In additional to running the *Job Group Analysis* and *Job Group Analysis Summary* for Total Minorities, both reports can be run, based on settings for Protected Classes:

- Female
- Asian
- Black or African American
- Hispanic or Latino
- American Indian or Alaska Native
- Female
- Native Hawaiian or Other Pacific Islander
- Two or More Races
- White
- Male

**Percentage is determined by dividing the number of employees in a protected class by the number of employees in the job group.*

Job Group Analysis

1A **Executive Management** **EEO Code: 1.1**

Job Code & Title		Min	Fem
GMT000 - Chief Executive Officer	#	0	1
1 Employee			
LGL000 - S			
1 Employee			
FNC000 - S			
1 Employee			
ENG105 - C			
1 Employee			
EPR510 - S			
1 Employee			
GMT010 - S			
10 Employe			
HRM000 - S			
1 Employee			
GMT008 - S			
3 Employee			
EPR205 - V			
3 Employee			
EPR105 - V			
3 Employee			
GMT115 - V			
9 Employee			
SLS002 - V			
3 Employee			
FNC405 - V			
3 Employee			
MIS005 - V			
1 Employee			

Job group code

Job Group Analysis

2B **Mid Level Professionals** **EEO Code: 2**

Job group name

Job Code & Title		Min	Fem
MKT165 - Product Manager II	#	1	3
3 Employees	%	33.33	100.00
HRM245 - Benefits & Comp Analyst I	#	2	3
3 Employees	%	66.67	100.00
MIS255 - Programmer Analyst IV	#	3	6
6 Employees	%	50.00	100.00
CTM260 - Subcontracts Admin III	#	3	0
3 Employees	%	100.00	0.00
MIS360 - Systems Analyst III	#	2	3
3 Employees	%	66.67	100.00
MKT535 - Advertising/Promotions Specialist III	#	0	3
6 Employees	%	0.00	50.00
FNC465 - Financial Planner II	#	0	0
3 Employees	%	0.00	0.00
FNC360 - Auditor III	#	3	0
3 Employees	%	100.00	0.00
MKT536 - Communications Specialist III	#	3	3
3 Employees	%	100.00	100.00
ENG665 - Technical Trainer II	#	1	3
3 Employees	%	33.33	100.00
81 Employees **Totals**	#	35	54
	%	43.21	66.67

# of employees in Job Code

# of employees in Job Code for each protected class

% of employees in Job Code for each protected class

Job Code & Title list

Total # of employees in Job Group

Total # and % of employees in Job Group for each protected class

2C **Entry Level P** **EEO Code: 2**

Job Code & Title			
FNC865 - Financial Analyst II			
3 Employees			
MIS765 - Network Analyst II	#	0	0
3 Employees	%	0.00	0.00
MKT470 - Market Research Analyst I	#	0	0
3 Employees	%	0.00	0.00

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Job Group Analysis Summary

Job Group & Name	EEO Code		Min	Fem
1A - Executive Management		#	1	17
44 Employees	1.1	%	2.27	38.64
1B - Mid Level Management		#	29	29
72 Employees	1.2	%	40.28	40.28
1C - First Level Managers		#	6	10
24 Employees	1.2	%	25.00	41.67
2A - Senior Level Professionals		#	30	25
66 Employees	2	%	45.45	37.88
2B - Mid Level Professionals		#	35	54
81 Employees	2	%	43.21	66.67
2C - Entry Level Professionals		#	9	36
60 Employees	2	%	15.00	60.00
3A - Technicians		#	2	1
9 Employees	3	%	22.22	11.11
4A - Sales Workers		#	23	19
42 Employees	4	%	54.76	45.24
5A - Senior Level Clerical		#	14	48
54 Employees	5	%	25.93	88.89
5B - Entry Level Clerical		#	17	29
30 Employees	5	%	56.67	96.67
482 Employees	**Totals**	#	166	268
		%	34.44	55.60

Job Group & Name list

# of employees in Job Group

Total # of employees included in AAP

Total # and % of employees in AAP for each protected class

# of employees in Job Group for each protected class

% of employees in Job Group for each protected class

Page 1 of 1

Main AAP Reports

✓ Required

Annotated Employee List by Job Group

This version of the *Annotated Employee List* organizes annotated employees by job group. (For information on the regulations, pertaining to how employees are annotated (and the definitions shown below), please refer to the description for the *Annotated Employee List by Department*.

Plan Location

Washington, DC

Annotated Employee List

Job Group code

Reports In

Included in plan; report in from a different plan location

1A **Executive Management**

Job Code & Title	Work Location	Total Emps	Race	Gender
GMT015 - Division Head	Abercrombie, ND	1	W	F
GMT015 - Division Head	Abeytas, NM	1	W	F
GMT015 - Division Head	Chicago, IL	1	W	F
GMT115 - VP	Charleston, SC	1	W	F
GMT115 - VP	Las Vegas, NV	1	W	F
GMT115 - VP	South Lake, UT	1	W	F
GMT115 - VP	Charlotte, NC	1	W	M
GMT115 - VP	Houston, TX	1	W	M
GMT115 - VP	South Bend, IN	1	W	M
MIS005 - VP-CIO	Salisbury, MD	1	W	M
LGL000 - SVP Corporate Legal	Salisbury, MD	1	W	M
FNC000 - SVP Corporate Finance	Salisbury, MD	1	W	M
ENG105 - Chief Technical Officer	Cumberland, MD	1	W	M
EPR510 - SVP Fed Pol & Reg Dept	Imperial, CA	1	W	M
GMT010 - SVP Division Executive	Aberdeen, SD	1	W	M
GMT010 - SVP Division Executive	Chapel Hill, NC	1	W	M
GMT010 - SVP Division Executive	Dallas, TX	1	W	M
GMT010 - SVP Division Executive	Lascassas, TN	1	W	M
GMT010 - SVP Division Executive	Minneapolis, MN	1	W	M
GMT010 - SVP Division Executive	Quincy, IL	1	W	M
GMT010 - SVP Division Executive	San Diego, CA	1	W	M
GMT010 - SVP Division Executive	Salisbury, MD	3	W	M
GMT008 - SVP LABS	Lascassas, TN	1	W	M
GMT008 - SVP LABS	Minneapolis, MN	1	W	M
GMT008 - SVP LABS	Salisbury, MD	1	W	M

Total for 1A - Executive Management 27

Overall Total 27

Within Plan - Different Work Location

Included in plan; sit at a different Work Location with < 50 employees

4A **Sales Workers**

Job Code & Title	Work Location	Total Emps	Race	Gender
SLS260 - Sales Representative III	Lancaster, PA	1	H	M
SLS260 - Sales Representative III	Lancaster, PA	2	B	M
SLS260 - Sales Representative III	Lancaster, PA	2	H	F
SLS260 - Sales Representative III	Lancaster, PA	2	W	F

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Main AAP Reports

Availability/Utilization Report Settings:

Incumbency vs. Estimated Availability

- Include Statistical Values (default)
- Include Shortfall
- Highlight Problem Areas (default)

Census Code Assignments – Show Only Staffed Jobs (default)

Availability Factor Computation Form – Insert Page Breaks between Job Groups (default)

Placement Goals – Show Yes/No instead of Availability Percent

✓ Required

Availability Factor Computation Form

The *Availability Factor Computation Form* breaks down the two factors that comprise the Availability calculation:

- **Factor 1: External Availability** – The percentage of minorities or women with the requisite skills in the reasonable recruitment area (RRA).
- **Factor 2: Internal Availability** – The percentage of minorities or women among those promotable, transferable, and trainable within the organization.

The following information is included for each job group:

- **Weight Percent** (column) – The percentage weight for each factor should reflect the organization's typical external versus internal ratio; and the total must equal 100%.
- **Raw Statistics for Factor 1** (row) – Raw statistics for Factor 1 are pulled from the Requisite Skills Calculations report. Census coding and appropriate RRA assignments should be complete before proceeding with the computation.
- **Raw Statistics for Factor 2** (row) – Raw statistics for Factor 2 are pulled from the Feeder Job Computations report to reflect the numbers of minorities and females currently employed in feeder jobs internally.
- **Weighted Factor for Factors 1 and 2** (rows) – The weighted factor is calculated by multiplying the raw statistics by the weight percent assigned to the factor.
- **Overall Availability** – Overall availability for minorities and women for the job group is the sum of the weighted data for Factors 1 and 2.

Related Reports

- Requisite Skills Calculations
- Feeder Job Calculations

Availability Factor Computation Form

1A - Executive Management

Job Group

From Requisite Skills Calculation report

RRA in use

Factor	Weight %		Min	Fem	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	75.00	Raw Statistics	13.90	23.67	United States
		Weighted Factor	10.42	17.75	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	25.00	Raw Statistics	40.28	40.28	Feeder Job Computations
		Weighted Factor	10.07	10.07	
		Availability	20.50	27.82	

From Feeder Jobs Computation report

1B - Mid Level Management

Factor	Weight %		Min	Fem	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	35.00	Raw Statistics	30.11	40.30	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area
		Weighted Factor	10.54	14.10	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	65.00	Raw Statistics	40.00	38.89	Feeder Job Computations
		Weighted Factor	26.00	25.28	
		Availability	36.54	39.39	

Weighted Factor = Raw Statistics * Weight %

1C - First Level Managers

Factor	Weight %		Min	Fem	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	30.00	Raw Statistics	32.69	40.23	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area
		Weighted Factor	9.81	12.07	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	70.00	Raw Statistics	41.67	71.88	Feeder Job Computations
		Weighted Factor	29.17	50.32	
		Availability	38.98	62.39	

Total = 100%

Availability = sum of weighted factors

Page 1 of 4

Availability

Incumbency vs. Estimated Availability

✓ Required

The *Incumbency vs. Estimated Availability* report shows the comparison of the employment percentage of minorities and females to the estimated availability percentage of minorities and females for each job group.

Regulatory Guidance – Federal contractors are required to determine whether minorities and females are being employed, or utilized, at a rate that would be expected, based upon their availability for employment. When the percentage of minorities or women employed in a job group is less than what would reasonably be expected, a goal for utilization is established.

Utilization Rule – When comparing employment to estimated availability, there are five different utilization rules to choose from:

Utilization Rule	A placement goal is declared when employment is less than–
Any Difference	–availability, regardless of the size of the difference
Whole Person	–availability by at least one whole person
Eighty Percent	–80% of availability
Eighty Percent/ Whole Person	–80% of the availability by one whole person or more
Significant Difference	–availability by a statistically significant amount

Quick Tip: The Utilization rule can be set by plan or job group on balanceAAP*'s* Availability>Factor Weights page.

The *Incumbency vs. Estimated Availability* report includes the following information:

- Employment percentage of minorities and females in each job group. (Groups highlighted in yellow are underutilized.)
- Estimated availability percentage of minorities and females in each job group.
- Statistical significance of areas of underrepresentation (Groups highlighted in red indicate the underutilization is statistically significant.)
- The Utilization rule used to calculate underrepresentation.

Related Reports

- Job Group Analysis
- Availability Factor Computation Form

Incumbency vs. Estimated Availability

1A	Executive Management	
Total Emp 44	Min	Fem
Employment %	2.27	38.64
Availability %	20.50	27.82
Statistical Value	2.995	

Job Group

1B	Mid Level Management	

Employee count by job group

Incumbency vs. Estimated Availability

2C	Entry Level Professionals	
Total Emp 60	Min	Fem
Employment %	15.00	60.00
Availability %	38.48	54.54
Statistical Value	3.738	

From Job Group Analysis report

From Availability Factor Computation

3A	Technicians	
Total Emp 9	Min	Fem
Employment %	22.22	11.11
Availability %	48.74	14.35
Statistical Value	0.103E	0.622E

4A	Sales Workers	
Total Emp 42	Min	Fem
Employment %	54.76	45.24
Availability %	37.73	41.40
Statistical Value		

5A	Senior Level Clerical	
Total Emp 54	Min	Fem
Employment %	25.93	88.89
Availability %	51.81	82.18
Statistical Value	3.807	

Based on the Utilization rule in use, underutilization exists (yellow highlight), and underutilization is significant (red highlight)

5B	Entry Level Clerical	
Total Emp 30	Min	Fem
Employment %	56.67	96.67
Availability %	40.51	78.20
Statistical Value		

Total Employment: 482

S - Significant Difference Rule
A placement goal is set when employment is less than availability by a statistically significant amount.

Utilization rule that is in place

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Legend for Statistical Value and significance

Page 2 of 2

Availability

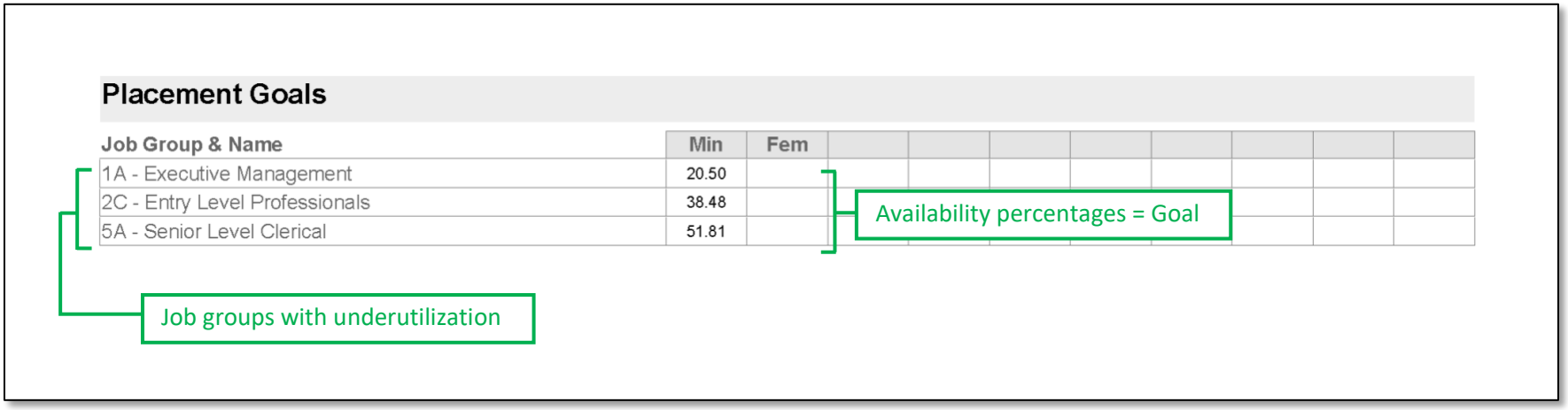
✓ Required

Placement Goals

The *Placement Goals* report will help your organization hone in on what levels of employment are needed to remedy the underutilization of females or minorities in job groups where it has been found. The placement goal for each relevant job group is shown at the estimated availability percentage.

Related Report

- Incumbency vs. Estimated Availability



Placement Goals

Job Group & Name	Min	Fem
1A - Executive Management	20.50	
2C - Entry Level Professionals	38.48	
5A - Senior Level Clerical	51.81	

Main AAP Reports

✓ Required

Goal Attainment

Serving as a key Affirmative Action assessment, the *Goal Attainment* report details progress made towards meeting goals for minority or female placements, as set in the prior year's AAP. Accordingly, this report is limited to those job groups for which a placement goal was set in the prior annual AAP. As the starting point (or first row), the "Prior Year Goal" is presented as a percentage figure, based on the estimated availability of minorities or females, respectively.

Progress is then determined by comparing the number of placement opportunities for minorities or females to the number of opportunities ("Opps") for the job group. Results are presented for the positive placement actions of "New Hire" and "Promotion" individually and when both are combined ("Total Opps"). Based on the combined job group results, the "Achieved?" row will indicate one of the following flags:

YES — Goal is met (within one whole person).

NO — Percentage of total opportunities received by minorities/females is less than the "Goal %" by more than one whole person.

LIMITED — The Prior Year Goal (%), multiplied by total placement opportunities for the job group, was less than one person.

NO OPPS — No placement opportunities occurred during the current reporting period.

Goal Attainment

1A	Executive Management		
	Total	Min	Fem
Prior Year Goal		20.50	
New Hire	3	0 0.00	
Promotion	0	0 N/A	
Total Opps	3	0 0.00	
Achieved? *		LIMITED	

2C	Entry Level Professionals		
	Total	Min	Fem
Prior Year Goal		38.28	
New Hire	9	6 66.67	
Promotion	1	0 0.00	
Total Opps	10	6 60.00	
Achieved? *		YES	

Total # Min [*or* Fem] New Hires & Promotions / Total # Opps = Min [or Fem] placement rate (%)

YES indicates the goal has been met: Placement rate is ≥ goal rate or is within one whole person.

5A	Senior Level Clerical		
	Total	Min	Fem
Prior Year Goal		51.81	
New Hire	13	3 23.08	
Promotion	5	1 20.00	
Total Opps	18	4 22.22	
Achieved? *		NO	

1 of 5 promotions went to minorities (20%).

Note - there was no prior year goal required for categories not listed above.

* YES = within one person of exceeding prior year goal

LIMITED = Limited Opportunities. This indicates the prior year goal percent multiplied by total opportunities to the job group was less than one person.

Page 1 of 1

Main AAP Reports

Personnel Actions Report Settings:

Applicant Summary

- Show Offers (default)
- Show Unsuccessful

Applicant Summary by Disposition Code – Run By Job Group

Regulatory Guidance – For accuracy, reports displaying the demographic statistics of your organization's workforce by personnel action should accurately reflect the governing plan's Personnel Action date range, which covers the 12 months prior to the plan date.

To ensure these reports reflect the proper data, check the relevant data table to see if the necessary dates (e.g., hire date, promotion date) were included; and then run a File Consistency check to make sure the dates fall within the correct range.

Applicant Summary

✓ Required

For each job group, the *Applicant Summary* shows the number of applicants selected out of the number of applicants in the applicant pool, as well as breakdowns by race and gender. Data should reflect only those applicants who were considered during the Personnel Action date range.

The *Applicant Summary* displays data by EEO Code. Results are shown for the number of selected applicants (S) and the number of applicants in the pool (P) by these breakdowns:

- Total
- Unknown Race
- Unknown Gender
- Minority
- Female

At the end of the report, numbers are combined into totals and percentages for each breakdown.

Applicant Summary
For Period:

Breakdowns

EEO Code 1.1 Executive/Senior Level Officials and Managers

		Total	Unk Race	Unk Gend	Min	Fem
1A Executive Management	S	3	0	0	0	3
	P	31	1	1	0	9

EEO Code 1.2 First/Mid-Level Officials and Managers

		Total	Unk Race	Unk Gend	Min	Fem
1B Mid Level Management	S	3	0	0	3	2
	P	23	1	3	13	5

EEO Code 2 Professionals

		Total	Unk Race	Unk Gend	Min	Fem
2A Senior Level Professionals	S	3	0	0	3	0
	P	63	7	1	17	35
2B Mid Level Professionals	S	3	0	0	1	3
2C Entry Level Professionals						

Applicant Summary
For Period:

Personnel action date range will display here.

EEO Code 5 Administrative Support Workers

		Total	Unk Race	Unk Gend	Min	Fem
5A Senior Level Clerical	S	13	0	0	3	13
	P	163	22	8	83	138
5B Entry Level Clerical	S	9	0	0	5	9
	P	37	2	2	21	30

Selected and pool by job group within EEO Category

Totals		Total	Unk Race	Unk Gend	Min	Fem
	S	43	0	0	21	36
	%		0.00	0.00	48.84	83.72
	P	439	42	19	182	305
	%		9.57	4.33	41.46	69.48

Female % of Selected = Fem S / Total S

Minority % of Pool = Min P / Total P

S - Selected, P - Pool

Legend
S – Selected
P – Pool

✓ Required

New Hire Summary

For each job group, the *New Hire Summary* displays the number of new hires, minority new hires, and female new hires. Additionally, it includes the total number of new hires for all job groups, as well as the total number and percentage of minority and female new hires for all job groups.

New Hire Summary
For Period:

		Total	Min	Fem
1A - Executive Management		3	0	3
1B - Mid Level Management		3	3	2
2A - Senior Level Professionals		3	3	0
2B - Mid Level Professionals		3	1	3
2C - Entry Level Professionals		9	6	6
5A - Senior Level Clerical		13	3	13
5B - Entry Level Clerical		9	5	9
Totals	#	43	21	36
	%		48.84	83.72

Job group list

Percentage of total for each protected class

✓ Required

Promotion Summary by Old Job

The *Promotion Summary by Old Job* presents information on employees whose promotions moved them within a job group or between different job groups. For each job group that a promoted employee moved from, the report displays the number of promotions for All, Minorities, and Females. Totals for number of promotions and number/percentage of minority and female promotions are also included.

Promotion Summary by Old Job
For Period:

		Total	Min	Fem
1C - First Level Managers		5	2	2
2A - Senior Level Professionals		3	0	2
2B - Mid Level Professionals		9	3	1
2C - Entry Level Professionals		18	5	9
3A - Technicians		3	2	1
4A - Sales Workers		3	0	0
5A - Senior Level Clerical		6	2	5
Totals	#	47	14	20
	%		29.79	42.55

Job group list

Percentage of total for each protected class

✓ Required

Termination Summary

For each job group, the *Termination Summary* shows the number of terminations — including voluntary and involuntary — and the number of minority and female terminations. The report also displays the total number of terminations for all job groups, as well as the total number and percentage of minority and female terminations for all job groups.

Termination Summary
For Period:

		Total	Min	Fem
1C - First Level Managers		4	1	4
2B - Mid Level Professionals		1	0	0
2C - Entry Level Professionals		4	1	4
5A - Senior Level Clerical		1	0	1
5B - Entry Level Clerical		5	1	5
Totals	#	15	3	14
	%		20.00	93.33

Job group list

Percentage of total for each protected class

Utilization

Availability/Utilization Report Settings (where applicable):

Incumbency vs. Estimated Availability

- Include Statistical Values (default)
- Include Shortfall
- Highlight Problem Areas (default)

Census Code Assignments – Show Only Staffed Jobs (default)

Availability Factor Computation Form – Insert Page Breaks between Job Groups (default)

Placement Goals – Show Yes/No instead of Availability Percent

Requisite Skills Calculations

Results from the *Requisite Skills Calculations* report are needed to calculate external availability. External availability is one of two factors used to estimate how many minorities and females with the appropriate skills are available for jobs at your organization.

The following results can be found on this report:

- All Census codes and descriptions matched to job codes by job group
- Number of employees assigned to each Census code
- Total number of employees in the job group
- For each Census code used, the percentage of minorities and females ("Census %") in the reasonable recruitment area (RRA)
- "Weight" for each Census code*
- "Weighted %" of minorities and females with the requisite skills available in the reasonable recruitment area. (This determines the Raw Statistics for external availability.)*

***How Calculations are Performed**

1. The system pulls Census data by:
   a. Matching Census occupation codes to the job group
   b. Pulling Census data on minorities and females with the requisite skills in the RRA. The result, in percent, is shown in the "Census %" column.
2. The number of employees in the job group is divided by the number of employees assigned to each Census code, resulting in its "Weight".
3. The "Census %" is then multiplied by the "Weight" to garner the "Weighted %"; this result represents the external availability percentage of minorities and females with the requisite skills available for each Census code.
4. The "Total" weighted percentage of minorities and females in the job group is determined by adding every "Weighted %" result. This grand total will be transposed to the *Availability Factor Computation Form* under "Raw Statistics" for "Factor 1".

Related Reports

- Availability Factor Computation Form
- Incumbency vs. Estimated Availability

Requisite Skills Calculations

1A Executive Management

44 Employees

United States RRA in use

From Census data

in job group

Census code match list

Census Code & Description		Min	Fem
0010 - Chief executives and legislators	Census %	13.60	22.19
41 Employees *Weight: 0.932*	Weighted %	12.68	20.68
0050 - Marketing and sales managers	Census %	17.91	43.95
3 Employees *Weight: 0.068*	Weighted %	1.22	2.99
Total for 1A - Executive Management		13.90	23.67

# of employees in Census occupation code

1B Mid Level Management

72 Employees

Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area

Census Code & Description		Min	Fem
0010 - Chief executives and legislators	Census %	21.12	27.27
12 Employees *Weight: 0.167*	Weighted %	3.53	4.55
0020 - General and operations managers	Census %	31.52	34.37
18 Employees *Weight: 0.250*	Weighted %	7.88	8.59
0050 - Marketing and sales managers	Census %	26.48	49.90
15 Employees *Weight: 0.208*	Weighted %	5.51	10.38
0110 - Computer and information systems managers	Census %	36.56	32.64
3 Employees *Weight: 0.042*	Weighted %	1.54	1.37
0120 - Financial managers	Census %	38.47	53.13
15 Employees *Weight: 0.208*	Weighted %	8.00	11.05
0135 - Compensation and benefits managers	Census %	39.45	74.31
3 Employees *Weight: 0.042*	Weighted %	1.66	3.12
0300 - Architectural and engineering managers	Census %	23.93	14.97
6 Employees *Weight: 0.083*	Weighted %	1.99	1.24
Total for 1B - Mid Level Management		30.11	40.30

Weight = # in Census code / # in job group

Weighted % = Census % * Weight

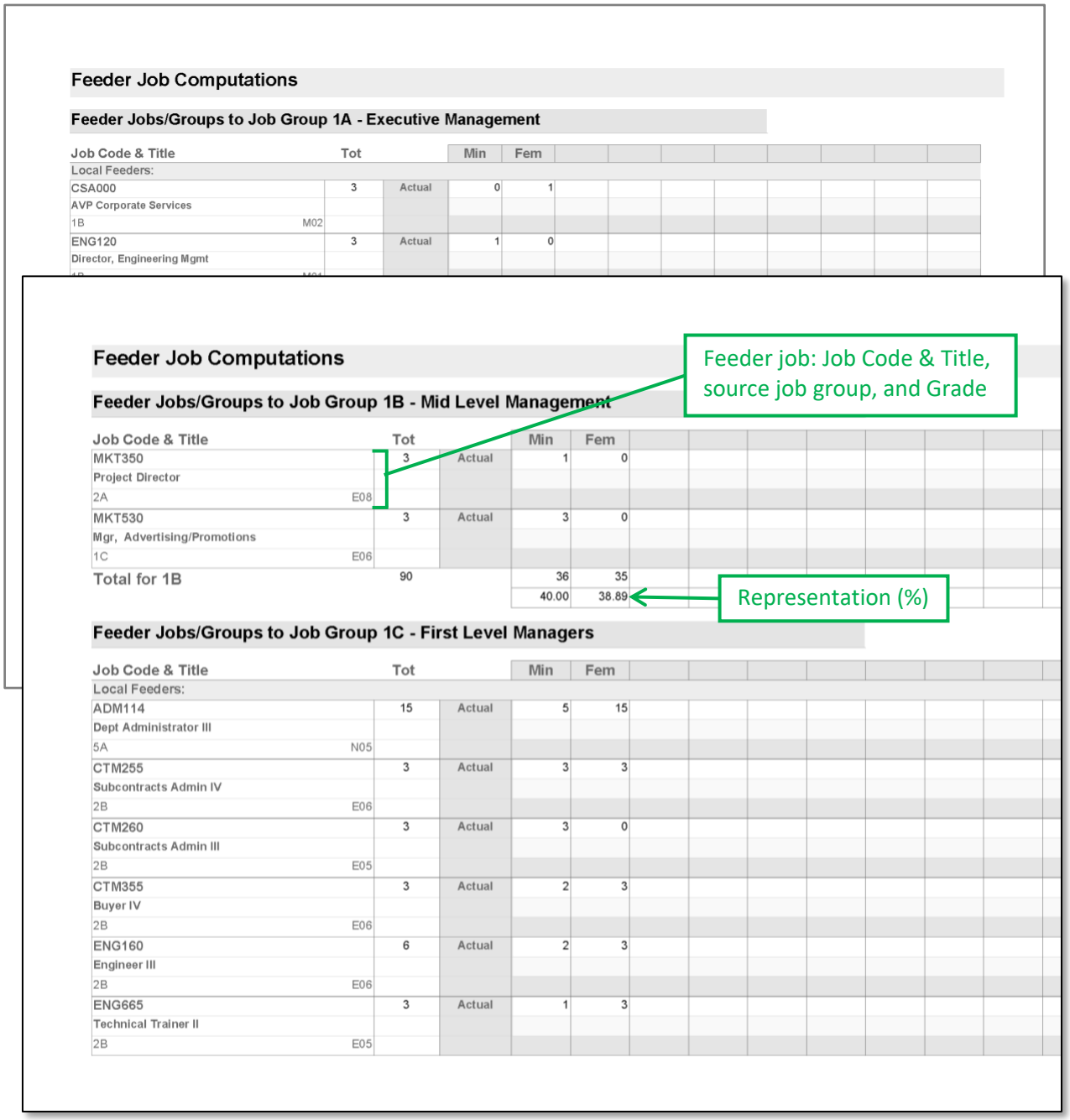
Total = sum of Weighted % results per column

Page 1 of 6

Utilization

Feeder Job Calculations

The *Feeder Job Calculations* report summarizes counts for minorities and females in your organization's "feeder" pools, by each feeder's job code, title, and job group. Then, the minority and female representation numbers for each job group are divided by the Total number of employees in the group to obtain an employment percentage.



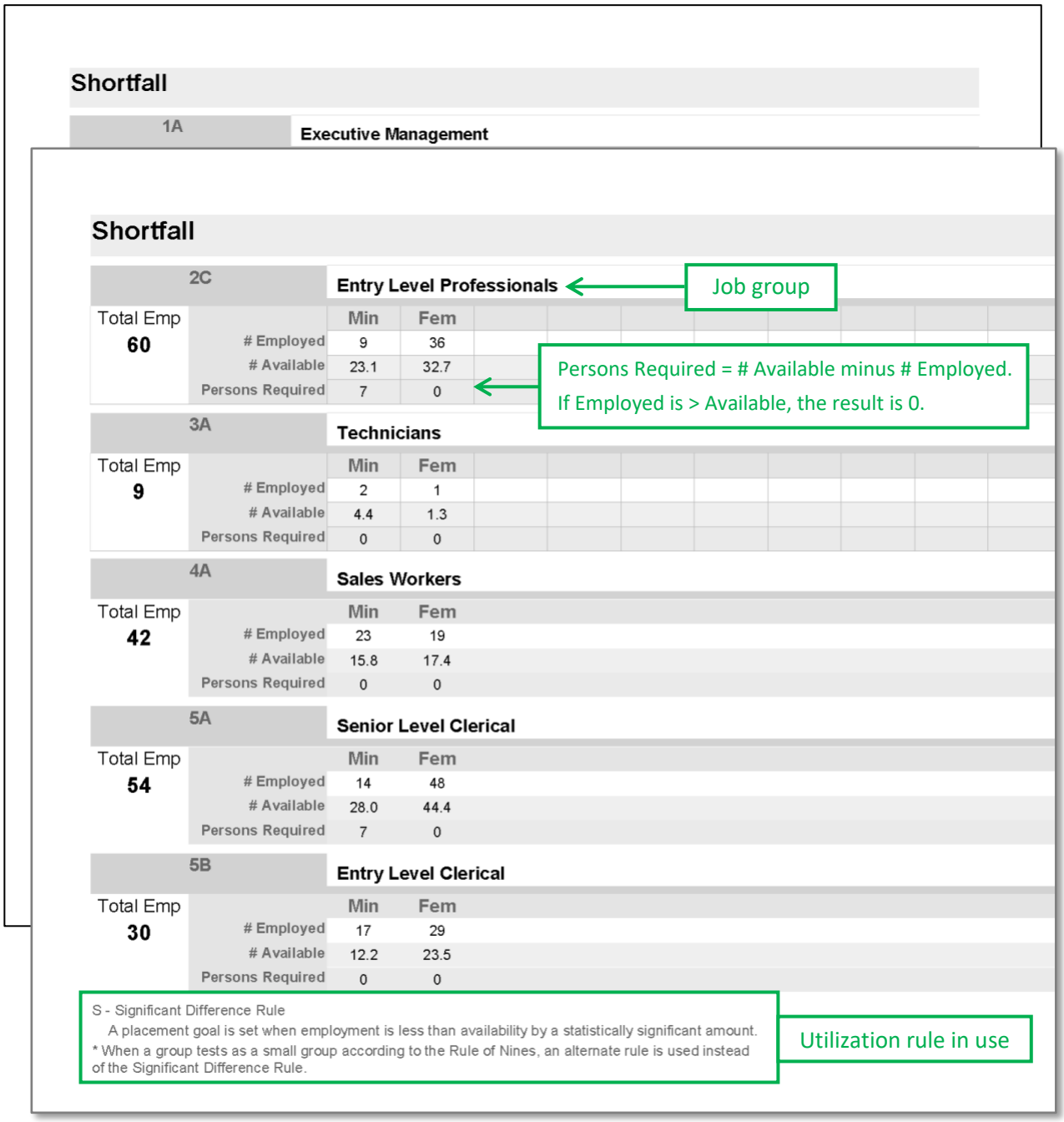
Utilization

Shortfall

While the *Incumbency vs. Estimated Availability* report compares the employment and the estimated availability in percentages, *Shortfall* is the number of persons required to remove the placement goal, depending, of course, on Utilization rule.

Related Report

- Incumbency vs. Estimated Availability
- Placement Goals



Shortfall

1A Executive Management

Shortfall

2C Entry Level Professionals

Job group

Total Emp 60	Min	Fem
# Employed	9	36
# Available	23.1	32.7
Persons Required	7	0

Persons Required = # Available minus # Employed.
If Employed is > Available, the result is 0.

3A Technicians

Total Emp 9	Min	Fem
# Employed	2	1
# Available	4.4	1.3
Persons Required	0	0

4A Sales Workers

Total Emp 42	Min	Fem
# Employed	23	19
# Available	15.8	17.4
Persons Required	0	0

5A Senior Level Clerical

Total Emp 54	Min	Fem
# Employed	14	48
# Available	28.0	44.4
Persons Required	7	0

5B Entry Level Clerical

Total Emp 30	Min	Fem
# Employed	17	29
# Available	12.2	23.5
Persons Required	0	0

S - Significant Difference Rule
A placement goal is set when employment is less than availability by a statistically significant amount.
* When a group tests as a small group according to the Rule of Nines, an alternate rule is used instead of the Significant Difference Rule.

Utilization rule in use

Utilization

Availability Worksheet

The *Availability Worksheet* provides an overview of external and internal availability as applied in the plan. The following information is provided:

- Job Group
- Job Group Name
- Reasonable Recruitment Area
- Are feeders assigned to this job group? (Yes or no)
- % Weight that Should be Placed on Feeders [versus external availability (If a feeder is assigned, and the user applies the system's recommendation.)

The definition of a Reasonable Recruitment area is listed on the report, as well as an explanation of how the system recommends feeder weights.

Availability Worksheet

Job Group	Job Group Name	Reasonable Recruitment Area*	Are feeders assigned to this job group? **	% Weight That Should be Placed on Feeders
1A	Executive Management	United States	YES	25.00%
1B	Mid Level Management	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	YES	65.00%
1C	First Level Managers	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	YES	70.00%
2A	Senior Level Professionals	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	YES	20.00%
2B	Mid Level Professionals	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	YES	20.00%
2C	Entry Level Professionals	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	YES	10.00%
3A	Technicians	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	NO	0.00%
4A	Sales Workers	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	NO	0.00%
5A	Senior Level Clerical	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	YES	25.00%
5B	Entry Level Clerical	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area	NO	0.00%

Entry-level positions typically lack feeders

* The Reasonable Recruitment Area is the geographical area which your company targets in recruiting for that particular Job Group. In determining this area, you might want to consider what publications you would use to advertise job openings (e.g. the Washington Post), from what schools you would recruit, and from where some of your current employees in that Job Group come. This area can consist of large cities or metropolitan areas, counties, states (or parts of states), or combinations of these. If using a combination of areas be sure to specify the percent weight on each area (e.g. 40% Chicago, IL MSA and 60% U.S.). Different EEO categories might encompass more or less geographic diversity. For example, your EEO 1 category job group(s) might include the U.S., but the EEO 5 category job group(s) might only include the local area. When trying to establish the geographic recruitment area, the areas should include where the company is physically located and should be consistent with current recruiting practices.

** The "% Weight That Should be Placed on Feeders" is the approximate percentage weight you want to place on the number of entrants to each job group that comes from the internal feeder positions you identified in the job group analysis versus external hires. For example, if you identified five feeder positions that feed into Job Group 1 and 50% of the time you fill open positions in Job Group 1 with someone in the feeder positions, then the "% Weight That Should be Placed on Feeders" should be 50%. This is just a best guess -- we don't need actual data to calculate it. If you have not identified feeders into a particular job group, then the "% Weight That Should be Placed on Feeders" should be listed as zero. When considering how much weight to put on feeders or internal availability, remember the remainder of the weight will be placed on external availability or your reasonable recruitment area.

Utilization

Recruitment Area Composition

The *Recruitment Area Composition* report offers an easy-to-read summary, showing how areas have been composed. For plan preparers who have developed recruitment areas by job group (and across multiple plans, if applicable) to account for targeted recruiting strategies, this report may serve as a helpful reference.

If an area is comprised of multiple regions, the "Region %" will indicate the weighting applied to the component regions.

Recruitment Area Composition

1A	**Executive Management**	Region %	**44**
United States			
United States		100.00	
1B	**Mid Level Management**	Region %	**72**
Larger Metro DC			
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area		60.00	
Maryland		10.00	
Pennsylvania		10.00	
Virginia		10.00	
Delaware		5.00	
West Virginia		5.00	
1C	**First Level Managers**	Region %	**24**
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area			
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area		100.00	
2A	**Senior Level Professionals**	Region %	**66**
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area			
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area		100.00	
2B	**Mid Level Professionals**	Region %	**81**
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area			
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area		100.00	
2C	**Entry Level Professionals**	Region %	**60**
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area			
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area		100.00	
3A	**Technicians**	Region %	**9**
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area			
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area		100.00	
4A	**Sales Workers**	Region %	**42**
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area			
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area		100.00	
5A	**Senior Level Clerical**	Region %	**54**
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area			

Number of employees in job group

IWD/Veterans

IWD/Veterans Report Settings:

All Reports – Run By Plan (default) OR Run By Job Group

Individuals with Disabilities Utilization Goals

- Show Statistical Value (optional)
- Determine Dynamically by Roster count (default)

Veteran Benchmarks for Hiring Analysis – Suppress Benchmark Met

Data Collection Analysis for Individuals with Disabilities

✓ Required

The *Data Collection for Individuals with Disabilities* (IWD) report provides the following statistics, or the number of:

- Job Openings
- Jobs Filled
- IWD Applicants
- Applicants
- IWD Hires
- Hired Applicants

Related Report:

- Individuals with Disabilities Utilization Goals

Individuals with Disabilities Data Collection Analysis

For Period:

Personnel action date range will display here.

	Total
Number of Job Openings	90
Number of Jobs Filled	90
Number of IWD Applicants	53
Number of Applicants	439
Number of IWD Hires	5
Number of Hired Applicants	43

Confidential - Not subject to inspection by employees or applicants under 41 CFR Section 60-741.41.

IWD/Veterans

Data Collection Analysis for Protected Veterans

✓ Required

The *Data Collection for Protected Veterans* report provides the following statistics, or the number of:

- Job Openings
- Jobs Filled
- Protected Veteran Applicants
- Applicants
- Protected Veteran Hires
- Hired Applicants

Regulatory Guidance – Results of the data collection for individuals with disabilities and protected Veterans are not subject to inspection by employees/applicants.

Related Report:

- Veterans Benchmarks for Hiring Analysis

Veterans Data Collection Analysis
For Period:

	Total
Number of Job Openings	90
Number of Jobs Filled	90
Number of Protected Veteran Applicants	50
Number of Applicants	439
Number of Protected Veteran Hires	4
Number of Hired Applicants	43

Confidential - Not subject to inspection by employees or applicants under 41 CFR Section 60-300.41.

IWD/Veterans

✓ Required

Individuals with Disabilities Utilization Goals

Because IWD status for an employee may change over time, the *Individuals with Disabilities Utilization Goals* report (shown below, top) examines Roster data, comparing the Employment % with the Utilization Goal %. (Requirements to run IWD reports by Job Group or Plan are specific and based on your organization's size; please review the regulations.)

Example is run by job group

Individuals with Disabilities Utilization Goals

1A	Executive Management	
Total Emp 44		IWDs
	Employment %	0.00
	Utilization Goal %	7.00

Comparison of Employment % to Utilization Goal %

0.00 Yellow highlight indicates the goal was not met.

1B	Mid Level Management	
Total Emp 72		IWDs
	Employment %	12.50
	Utilization Goal %	7.00

1C	First Level Managers	
Total Emp 24		IWDs
	Employment %	16.67
	Utilization Goal %	7.00

Veterans Benchmarks for Hiring Analysis

By counting protected Veterans among applicants with hired disposition codes, the *Veterans Benchmarks for Hiring Analyses* report (shown below, bottom) compares Hiring % to Benchmark %, by plan (standard option) or job group.

Regulatory Guidance – Results of IWD and Veteran analyses are not subject to inspection by employees/applicants.

Option to customize benchmark or use current OFFCP guideline

Example is run by plan

Veterans Benchmarks for Hiring Analysis
For Period:

Hiring %	9.30
Benchmark %	5.90
Benchmark met?	Yes

When Hiring % ≥ Benchmark %, the answer to Benchmark met? = Yes.

Confidential - Not subject to Inspection by employees or applicants under 41 CFR Section 60-300.41.

Related Reports:

- Data Collection Analysis for Individuals with Disabilities
- Data Collection Analysis for Protected Veterans

Adverse Impact

Adverse Impact Report Settings:

All Reports

- Highlight Problem Areas (default)
- Run reports by: Job Group (default), EEO Code, OR Job Code
- When available, run Adverse Impact by Pool ID
- Show the following data on the report:
  - Adverse IRA (default)
  - Selection Ratio (default)
  - Statistical Value (default)
  - Statistically Significant (default)
  - Swaps
  - Adjusted Selection Ratio
  - Swaps For Significance
  - Adjusted Statistical Value
  - Shortfall (default)
  - Selection Rate
  - Overall Selection Rate
- Display:
  - Suppress Excluded Disposition Code Footnotes (default)
  - Suppress Favored Group Information for Detail Reports

Adverse Impact for IWDs / Adverse Impact for Protected Veterans

- Run By Plan (default) OR Run By Job Group

Introduction to the Adverse Impact Report Group

Summary and detail reports on Adverse Impact will help your organization identify potential problem areas in selection rates for the following personnel actions:

- Applicants (and Applicants by Requisition Number, not shown)
- Promotions
- Transfers (not shown)
- Terminations
- Voluntary and/or Involuntary Terminations (optional, not shown)

The reports are divided into sections for the following classes:

- By Individual Race/Ethnicity
- Total Minorities vs. Whites
- By Gender

It may be helpful to begin by reviewing the *Detail for (Personnel Action)* because it will provide the underlying breakdown of the class selection and pool numbers by job group, including Grand Totals. As the vehicle for analysis results, the *Adverse Impact* report flags potential problem areas, using adverse impact ratio analysis (adverse IRA) by favored group and testing for statistical significance.

For each job group, the Favored Group is identified on the right-hand side of the header. Accordingly, the column for the Favored Group in the comparison will be blank. For more information, please review information on the next page, regarding how the calculations are performed.

Adverse Impact reports are also available for Individuals with Disabilities and Protected Veterans.

Calculating Adverse Impact Ratio Analysis by Favored Group

Using the "4/5ths Selection" rule, the non-favored group is compared with the favored group to determine if an employment practice results in a negative consequence more often for members of the non-favored group than for members of the favored group. Two calculations are performed: Adverse IRA analysis by favored group and statistical significance testing.

Positive Employment Actions

For a positive employment action, such as the hiring of applicants** (or the promotion of employees), the favored group is the class whose members are chosen at the highest rate.

**Please note that Applicants can choose to not self-identify — those with missing gender and/or race information will not be included in the corresponding analysis.

Conducting Impact Ratio Analysis
First, for each class, the number selected is divided by the pool number to determine the selection rate. Next, the non-favored selection rate is divided by the favored selection rate (and converted into a percentage). If the result of this calculation is less than 80%, the personnel action is flagged as having adverse IRA.

Calculating Statistical Significance
The non-favored selection rate is compared to the favored selection rate, using an appropriate statistical test, based on group size. For groups of 30 or more, the formula is as follows:

> Favored-group selection rate minus non-favored-group selection rate divided by the square root of (overall selection rate * (1-overall selection rate) * ((1/total favored) + (1/total non-favored)))

Differences in selection rates that are statistically significant are flagged.

Negative Employment Actions

For the negative employment action of termination, the favored group will be the one that has the lowest selection rate. A selection rate for the non-favored class that is less than 80% of the favored group's rate will be flagged. Again, a flag will also indicate if the difference in selection rate is statistically significant.

Conducting Impact Ratio Analysis
First, for each class, the number selected is divided by the pool number to determine the selection rate. Next, the favored selection rate is divided by the non-favored selection rate (and converted into a percentage). If the result of this calculation is less than 80%, the personnel action is flagged as having adverse IRA.

Calculating Statistical Significance
The non-favored selection rate is compared to the favored selection rate, using an appropriate statistical test, based on group size. For groups of 30 or more, the formula is as follows:

> Non-favored-group selection rate minus favored-group selection rate divided by the square root of (overall selection rate * (1-overall selection rate) * ((1/total non-favored) + (1/total favored)))

Differences in selection rates that are statistically significant are flagged.

Tests for Statistical Significance
For large groups (>30), if the statistical value is 1.96 standard deviations or more, then adverse impact is considered statistically significant. Groups with <30 members will be labeled "F", indicating use of the Fisher's Exact test to determine statistical significance.

Adverse Impact for Applicants

Adverse Impact for Applicants

For Period:

Start and end dates for the analysis period will display here.

by Individual Race/Ethnicity

Additional pages cover Gender.

1A **Executive Management** Favored Group: **Wht**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	--	--	--	--	--	--	
Selection Ratio	Infin	Infin	Infin	Infin	Infin	Infin	
Statistical Value							
Significant?	--	--	--	--	--	--	
Shortfall							

Infin displays when denominator is zero

1B **Mid Level Management** Favored Group: **His**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	--	YES		--	--	--	YES
Selection Ratio	Infin	0.00		Infin	Infin	Infin	0.00
Statistical Value		0.192F					0.062F
Significant?	--	NO		--	--	--	NO
Shortfall		0					1

Small groups rely on Fisher's Exact Test (F).

2A **Senior Level Professionals** Favored Group: **Blk**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	YES		NO	--	--	--	YES
Selection Ratio	0.00		1.00	Infin	Infin	Infin	0.00
Statistical Value	0.057F						4.522
Significant?	NO		NO	--	--	--	YES
Shortfall	0						2

2B **Mid Level Professionals** Favored Group: **Blk**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	YES		YES	--	--	--	YES
Selection Ratio	0.00		0.00	Infin	Infin	Infin	0.05
Statistical Value	0.200F		0.091F				3.461
Significant?	NO		NO	--	--	--	YES
Shortfall	0		0				0

2C **Entry Level Professionals** Favored Group: **Asi**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?		YES	YES	--	--	--	YES
Selection Ratio		0.29	0.00	Infin	Infin	Infin	0.25
Statistical Value		1.789	0.500F				2.018
Significant?		NO	NO	--	--	--	YES
Shortfall		0	0				1

Adverse Impact for Applicants

For Period:

by Total Minorities vs. Whites

5A **Senior Level Clerical** Favored Group: **Wht**

	Min	Wht
Adverse IRA?	YES	
Selection Ratio	0.21	
Statistical Value	2.752	
Significant?	YES	
Shortfall	4	

YES is triggered when the Selection Ratio for the non-favored class is ≤ 80. *See Detail for underlying #s.*

YES means the Statistical Value indicates the results are statistically significant.

Detail for Applicants

Additional pages cover Gender and Total Minorities vs. Whites.

Unknown column displays for applicants who did not self-identify. These applicants are not included in the Total.

Adverse Impact Detail for Applicants

For Period:

TOTALS DO NOT INCLUDE APPLICANTS WITH MISSING RACE/GENDER INFORMATION.

by Individual Race/Ethnicity

Favored Group can be hidden.

1A	Executive Management								Favored Group: Wht
	Total	Unk	Asi	Blk	His	Ind	Pac	Two	Wht
*Hired	3	0	0	0	0				
Pool	30	1	0	0	0				

1B	Mid Level Management								Favored Group: His
	Total	Unk	Asi	Blk	His	Ind	Pac	Two	Wht
*Hired	3	0	0	0	3	0	0	0	0
Pool	22	1	0	6	7	0	0	0	9

2A	Senior Level Professionals								Favored Group: Blk
	Total	Unk	Asi	Blk	His	Ind	Pac	Two	Wht
*Hired	3	0	0	2	1	0	0	0	0
Pool	56	7	11	4	2	0	0	0	39

2B	Mid Level Professionals								Favored Group: Blk
	Total	Unk	Asi	Blk	His	Ind	Pac	Two	Wht
*Hired	3	0	0	1	0	0	0	0	2
Pool	52	3	4	1	10	0	0	0	37

2C	Entry Level Professionals								Favored Group: Asi
	Total	Unk	Asi	Blk	His	Ind	Pac	Two	Wht
*Hired	9	0	3	3	0	0	0	0	3
Pool	61	6	7	24	2	0	0	0	28

5A	Senior Level Clerical								Favored Group: Wht
	Total	Unk	Asi	Blk	His	Ind	Pac	Two	Wht
*Hired	13	0	0	3	0	0	0	0	10
Pool	141	22	5	70	8	0	0	0	58

5B	Entry Level Clerical								Favored Group: His
	Total	Unk	Asi	Blk	His	Ind	Pac	Two	Wht
*Hired	9	0	0	4	1	0	0	0	4
Pool	35	2	3	17	1	0	0	0	14

# of applicants selected for hire (by total and race/ethnicity)

# of applicants in the applicant pool (by total and race/ethnicity)

* - indicates applicant was selected.

Page 1 of 5

Adverse Impact for Promotions

Adverse Impact for Promotions

For Period:

by Individual Race/Ethnicity

1C	First Level Managers						Favored Group: **His**
	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	--	YES		--	--	--	YES
Selection Ratio	Infin	0.40		Infin	Infin	Infin	0.33
Statistical Value		0.524F					0.368F
Significant?	--	NO		--	--	--	NO
Shortfall		0					0

2A	Senior Level Professionals						Favored Group: **Wht**
	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	YES	YES	YES	--	--	--	
Selection Ratio	0.00	0.00	0.00	Infin	Infin	Infin	
Statistical Value	1.074	1.033	0.670				
Significant?	NO	NO	NO	--	--	--	
Shortfall	0	0	0				

2B	Mid Level Professionals						Favored Group: **Asi**
	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?		YES	YES	--	--	--	YES
Selection Ratio		0.26	0.45	Infin	Infin	Infin	0.65
Statistical Value		0.380F	0.542F				0.429
Significant?		NO	NO	--	--	--	NO
Shortfall		1	0				0

2C	Entry Level Professionals						Favored Group: **Blk**
	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	YES		--	--	--	--	YES
Selection Ratio	0.00		Infin	Infin	Infin	Infin	0.25
Statistical Value	0.012F						2.781
Significant?	YES		--	--	--	--	YES
Shortfall	1						2

3A	Technicians						Favored Group: **His**
	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	--	YES		--	--	--	YES
Selection Ratio	Infin	0.00		Infin	Infin	Infin	0.07
Statistical Value		--					--
Significant?	--	--		--	--	--	--
Shortfall		0					1

Page 1 of 6

Detail for Promotions

Adverse Impact Detail for Promotions

For Period:

by Individual Race/Ethnicity

1C	First Level Managers							Favored Group: His
	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	5	0	1	1	0	0	0	3
Pool	25	0	5	2	0	0	0	18

2A	Senior Level Professionals							Favored Group: Wht
	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	3	0	0	0	0	0	0	3
Pool	66	13	12	5	0	0	0	36

2B	Mid Level Professionals							Favored Group: Asi
	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	9	1	1	1	0	0	0	6
Pool	81	5	19	11	0	0	0	46

2C	Entry Level Professionals							Favored Group: Blk
	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	18	0	3	2	0	0	0	13
Pool	61	6	3	0	0	0	0	52

3A	Technicians							Favored Group: His
	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	3	0	0	2	0	0	0	1
Pool	9	0	1	1	0	0	0	7

4A	Sales Workers							Favored Group: Wht
	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	3	0	0	0	0	0	0	3
Pool	42	3	11	9	0	0	0	19

5A	Senior Level Clerical							Favored Group: Blk
	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	6	0	2	0	0	0	0	4
Pool	54	0	12	2	0	0	0	40

Grand Totals								
	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	47	1	7	6	0	0	0	33
Pool	338	27	63	30	0	0	0	218

Pool: Counts come from feeders (default) or data coding.

Page 1 of 3

Adverse Impact for Terminations

Options: Adverse Impact may also be run on involuntary and/or voluntary terminations.

Additional pages cover Gender and Total Minorities vs. Whites

Adverse Impact for Terminations

For Period:

by Individual Race/Ethnicity

1C **First Level Managers** Favored Group: **His**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	--	YES		--	--	--	YES
Selection Ratio	Infin	0.00		Infin	Infin	Infin	0.00
Statistical Value		1.000F					0.732F
Significant?	--	NO		--	--	--	NO
Shortfall		0					0

YES is triggered when the Selection Ratio for the non-favored class is ≤.80. *See Detail for underlying #s.*

2B **Mid Level Professionals** Fa

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	NO		NO	--	--	--	YES
Selection Ratio	Infin		Infin	Infin	Infin	Infin	0.00
Statistical Value							0.648
Significant?	--		--	--	--	--	NO
Shortfall							0

NO indicates Statistical Value does not show statistical significance.

2C **Entry Level Professionals** Favored Group: **Asi**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?		YES	--	--	--	--	YES
Selection Ratio		0.00	Infin	Infin	Infin	Infin	0.00
Statistical Value		0.333F					0.604
Significant?		NO	--	--	--	--	NO
Shortfall		0					0

Small groups rely on Fisher's Exact Test (F).

5A **Senior Level Clerical** Favored Group: **Blk**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	--		NO	--	--	--	YES
Selection Ratio	Infin		Infin	Infin	Infin	Infin	0.00
Statistical Value							0.553
Significant?	--		--	--	--	--	NO
Shortfall							0

5B **Entry Level Clerical** Favored Group: **His**

	Asi	Blk	His	Ind	Pac	Two	Wht
Adverse IRA?	NO	YES		--	--	--	YES
Selection Ratio	Infin	0.00		Infin	Infin	Infin	0.00
Statistical Value		1.000F					0.235F
Significant?	--	NO		--	--	--	NO
Shortfall		0					1

Page 1 of 4

Detail for Terminations

Additional pages cover Gender and Total Minorities vs. Whites

Adverse Impact Detail for Terminations

For Period:

by Individual Race/Ethnicity

1C **First Level Managers** Favored Group: **His**

	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	4	0	1	0	0	0	0	3
Pool	25	0	5	2	0	0	0	18

2B **Mid Level Professionals** Favored Group: **Blk**

	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	1	0	0	0	0	0	0	1
Pool	81	5	19	11	0	0	0	46

2C **Entry Level Professionals** Favored Group: **Asi**

	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	4	0	1	0	0	0	0	3
Pool	61	6	3	0	0	0	0	52

5A **Senior Level Clerical** Favored Group: **Blk**

	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	1	0	0	0	0	0	0	1
Pool	54	0	12	2	0	0	0	40

5B **Entry Level Clerical** Favored Group: **His**

	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	5	0	1	0	0	0	0	4
Pool	30	2	10	5	0	0	0	13

Grand Totals

	Total	Asi	Blk	His	Ind	Pac	Two	Wht
Selected	15	0	3	0	0	0	0	12
Pool	251	13	49	20	0	0	0	169

# of employees selected for termination (by total and race/ethnicity)

Pool: Counts come from roster (default) or data coding.

# of employees in the pool (by total and race/ethnicity)

Compensation

Compensation Summary by Title

Options: The *Compensation Summary* can be also be run by job group or grade.

The *Compensation Summary* summarizes the mean salaries of minorities and females, compared to those of non-minorities and males, respectively, for each job title (or other category). The (Fav) favored group is identified, along with the (Diff) difference between the mean of the favored group and the non-favored group. This report serves as an indicator of potential pay disparities that can guide further investigation.

# of employees by job title (race and gender)

Job Code

Compensation Summary by Title

ADM105 Executive Assistant II

	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	6	1	5	Min	6	0	N/A
Mean	44,400.00	45,900.00	44,100.00	1,800.00	44,400.00	0.00	N/A

ADM110 Executive Assistant I

	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	2	1	None	2	1	Fem
Mean	43,320.00	43,320.00	43,320.00	0.00	43,320.00	43,320.00	0.00

ADM114 Dept Administrator III

	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	15	5	10	Min	15	0	N/A
Mean	35,436.60	35,600.00	35,354.90	245.10	35,436.60	0.00	N/A

ADM116 Dept Administrator II

	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	18	7	11	Wht	18	0	N/A
Mean	29,874.00	29,185.71	30,312.00	1,126.29	29,874.00	0.00	N/A

ADM485 Receptionist

	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	6	4	2	Wht	6	0	N/A
Mean	22,912.00	21,956.00	24,824.00	2,868.00	22,912.00	0.00	N/A

CSA000 AVP Corporate Services

	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	0	3	N/A	1	2	Fem
Mean	123,925.00	0.00	123,925.00	N/A	123,925.00	123,925.00	0.00

CSA365 Exercise Specialist

	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	6	3	3	Wht	3	3	Fem
Mean	28,767.50	24,000.00	33,535.00	9,535.00	33,535.00	24,000.00	9,535.00

CSA651 Librarian III

Favored group (Fav) in this example is White.
Diff (Difference) = Mean favored (White) minus Mean non-favored (Minority)

REACH (Good Faith Efforts Tracking)

REACH Report Settings:

General

- Select date range to view reports by

Sources and Activities

- Filter By: No Filter (default), AAP Plan, Created By, Geographic Reach, Location, Recruiter OR Source
- For Selected Categories: Minorities, Females, Disabled, Veteran
- Group by: No Group (default), Category, Geographic Reach, Source OR Source Type

Evaluations

- Filter By: No Filter (default), AAP Plan, Plan Date, Source OR Target Category
- Sort By: Source (default); Created Date, then by Source; OR Created By, then by Source
- Evaluation Detail: Show all evaluations for a source separately (default) OR Average scores from all evaluations for a source

For clients who use Berkshire's **REACH** software to collect data on "Good Faith Efforts" (GFE), reports on information about your organization's recruiting activities may be reviewed prior to including data in AAP narratives. These reports may also provide valuable information for internal collaborators and stakeholders.

REACH reports are organized into the following categories:

- Sources
- Activities
- Evaluations

Sources Summary Statistics

The *Sources Summary Statistics* report provides an overview of the data your organization has collected on recruiting Sources. Statistics are provided in areas, such as Activities per Source, No Sources, Sources per Category (protected class), and Sources per Plan.

Sources Summary Statistics

For Sources Within Period:

Start and end dates for the analysis period will display here.

Activities per Source

DisabilityPartners	1
Disabled Veterans Affairs Employment Services	1
Gallaudet University	1
Morgan State University	1
State Vocational Rehabilitation Service Agency (SVRA)	1
VetsForHire	1
Women Veterans Network	1

No Sources

Locations with no Sources	0
Plans with no Sources	80

Sources per Category

Disabled	4
Female	1
Minority	1
Veteran	3

Sources per Job Family

Hourly Positions (HRLY)	4
Management Positions (MGR)	5
Professional Positions (PROF)	5

Sources per Location

Abercrombie, ND (ND 1)	5
Aberdeen, SD (SD 1)	5
Abeytas, NM (NM	
Chapel Hill, NC (	
Charleston, SC (	
Charlotte, NC (N	
Chicago, IL (IL 1	
Cumberland, MD	
Dallas, TX (TX 1	
Houston, TX (TX	
Imperial, CA (CA	
Lancaster, PA (P	
Las Vegas, NV (	
Lascassas, TN (	
Minneapolis, MN	
Quincy, IL (IL 2)	

Sources Summary Statistics

For Sources Within Period:

Salisbury, MD (MD 2)	6
San Diego, CA (CA 1)	5
South Bend, IN (IN 1)	5
South Lake, UT (UT 1)	5
Washington, DC (DC 1)	7

Sources per Plan

July 1, 2015 Annual Affirmative Action Plan, Imperial, CA	5
July 1, 2015 Annual Affirmative Action Plan, San Diego, CA	5
July 1, 2015 Annual Affirmative Action Plan, Washington, DC	7

Sources per Recruiter

No Specified	6
Rebecca Jones	1

Source Detail List

A complete list of your organization's recruiting sources to meet GFE requirements is compiled into the *Source Detail List,* by Source (name), Activity, Activity Date, Category, and other information.

Source Detail List

For Sources Within Period:

Source	Activity	Activity Date	Category	Job Family	Recruiter	Job Groups
DisabilityPartners	Onsite Recruitment Event	1/18/2015	D	HRLY; MGR; PROF		
Disabled American Veterans of South Carolina	Onsite Outreach Event	11/2/2015	F/D/V	HRLY		
Disabled Veterans	Job Fair Sponsor	12/12/2015	F/D/V			
Gallaudet University	Job Fair Participant	4/1/2015	D			
Women Veterans Network	Onsite Outreach Event	3/13/2015	F/V	HRLY; MGR; PROF		

Sample GFE Insertion in Minorities and Women Narrative

REACH's GFE data on Source and Activity by Category (protected class) are inserted into your organization's AAP, in the appropriate sections on action-oriented programs. Below are sample insertions into the narratives.

- We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from July 01, 2018 to June 30, 2019, targeted recruitment activities were conducted at the following sources:
  - Minority Sources
    - Job Fair Participant, Morgan State University, JFP
  - Female Sources
    - Onsite Outreach Event, Women Veterans Network, OOE

The following lists the outreach programs ACME Enterprises participated in, from January 01, 2019 to December 31, 2019:

- DelMarVa Empowerment - 4.4 (Excellent)
- Sith Academy - 0.75 (Poor)
- We Hire Vets - 4.8 (Excellent)
- Division of Blind Services
- Dress for Success
- Economic Development
- Los Medanos College

Evaluation Detail List

The *Evaluation Detail List* displays the full evaluations of Sources, as completed by your organization.

Evaluation Detail List

For Evaluations Within Period:

Source Name:	Evaluation Date:	Created By:
DisabilityPartners	07/01/2015	Clientservices@berkshireassociates.com

Criteria Used	Score	Comments
Did the activities for this source during the evaluation period attract qualified applicants?	4.00	Yes, partnering with this group allowed our jobs to be posted on their site and communicated to their clients.
Did the activities for this source during the evaluation period result in hiring of qualified individuals?	3.50	We think some of our hires came from this group but can not be sure since the source in our ATS is not reliable.
Did the activities for this source during the evaluation period expand the organization's outreach to individuals?	5.00	They were a great organization to work with. Very professional and interested in helping us fill our jobs with the right people.
Did the activities for this source during the evaluation period increase the organization's capacity/capability to include individuals?	5.00	They were a great organization to work with. Very professional and interested in helping us fill our jobs with the right people.

List of Activities:	Activity Date
ORE - Onsite Recruitment Event	01/18/2015

Evaluation Results:	
Overall Ranking	4.38
Overall Evaluation	Excellent
Continue/Discontinue	Continue

Evaluation Detail List

For Evaluations Within Period:

Source Name:	Evaluation Date:	Created By:
Disabled Veterans Affairs Employment Services	07/01/2015	Clientservices@berkshireassociates.com

Criteria Used	Score	Comments
Did the activities for this source during the evaluation period attract qualified applicants?	1.50	Not really. Many of the applicants from this source did not meet our minimum qualifications.
Did the activities for this source during the evaluation period result in hiring of qualified individuals?	1.50	Yes but only one.
Did the activities for this source during the evaluation period expand the organization's outreach to individuals?	5.00	Yes. Our emails reached over 2000 disabled veterans.
Did the activities for this source during the evaluation period increase the organization's capacity/capability to include individuals?	3.50	Yes.

List of Activities:	Activity Date
JP Email - Sent Job Postings	07/01/2014

Evaluation Results:	
Overall Ranking	2.88
Overall Evaluation	Average
Continue/Discontinue	Continue

Exhibit A: Report and Audit Scheduling Letter/Regulations Crosswalk

The table is not intended to replace gaining a thorough understanding of OFCCP audit requirements and the specific audit situation, by referring to the regulations and consulting with a regulatory expert.

This exhibit matches up reports with the requirements in the establishment review Scheduling letter and the Code of Federal Regulations. The *Crosswalk to Itemized Listing* column corresponds to the item number in the Itemized listing of the Scheduling letter. In the *Crosswalk to Regulations* column, the Code of Federal Regulations section is listed that refers to the corresponding required report.

ITEM REQUEST	REPORT/SECTION IN AAP	CROSSWALK TO ITEMIZED LISTING	CROSSWALK TO REGULATIONS
EXECUTIIVE ORDER 11246			
Organizational Profile			
	Workforce Analysis OR	Item 1	CFR 60-2.11 (c)
	Organizational Display/Supervisor by Department	Item 1	CFR 60-2.11 (b)
	Annotated Employee List by Department (if applicable)	Item 1	CFR 60-2.1 (e)
Formation of Job Groups	Job Group Analysis	Item 2	CFR 60-2.12
	Annotated Employee List by Job Group (if applicable)	Item 2	CFR 60-2.12 (c)
Percentage of minority & female Incumbents	Job Group Analysis Summary	Item 3	CFR 60-2.13
Determination of minority & female Availability	Availability Factor Computation Form	Item 4	CFR 60-2.14(c) (1) and (2)
Comparison of Incumbency to Availability	Incumbency vs. Estimated Availability	Item 5	CFR 60-2.15
Placement goals by Job Group	Placement Goals	Item 6	CFR 60-2.16
SECTION 503			
Results of evaluation of effectiveness of outreach and recruitment efforts*	Tags [Current & Discontinued IWD Outreach Programs] provided in the IWD narrative to identify current and discontinued outreach programs. Customize *Exhibit D – Annual Assessment of Outreach and Recruiting Efforts,* as needed.	Item 7	CFR 60-741.44 (f)
Documentation of all actions taken to comply with Audit and Reporting System	Tag [Additional Monitoring Actions] provided in the IWD narrative to document any additional actions taken to comply with the audit and reporting system requirements. Customize *Monitoring and Reporting Systems* section, as needed.	Item 8	CFR 60-741.44 (h)
Documentation of the computations or comparisons of applicants and hires	Data Collection for Individuals with Disabilities	Item 9	CFR 60-741.44 (k)
Utilization analysis evaluating representation of IWDs by Job Group	Individuals with Disabilities Utilization Goals	Item 10	CFR 60-741.45

SECTION 4212 (VEVRAA)			
Results of evaluation of effectiveness of outreach and recruitment efforts*	Tags (Current & Discontinued Vets Outreach Programs) provided in the Veterans narrative to identify current and discontinued outreach programs. Customize *Exhibit C – Annual Assessment of Outreach and Recruiting Efforts,* as needed.	Item 11	CFR 60-300.44 (f)
Documentation of all actions taken to comply with Audit and Reporting System	Tag [Additional Monitoring Actions] provided in the Veterans narrative to document any additional actions taken to comply with the audit and reporting system requirements. Customize *Monitoring and Reporting Systems* section, as needed.	Item 12	CFR 60-300.44 (h)
Documentation of the computations or comparisons of applicants and hires	Data Collection for Veterans	Item 13	CFR 60-300.44 (k)
Documentation of hiring benchmark adopted	Benchmark used (either National Benchmark or Five Factor Benchmark) is included in the *Hiring Benchmark* section of the Veteran Narrative.	Item 14	CFR 60-300.45 (b) (2)
SUPPORT DATA			
Copy of EEO-1 report for 3 years		Item 15	
Copy of Collective Bargaining agreement		Item 16	
Information on Affirmative Action goals for the immediately preceding AAP year	Goal Attainment History Source Summary by Job Group	Item 17 a, b & c	CFR 60-2.17(b) and (d)
Data on employment activity		Item 18	
Applicants and hires	Adverse Impact Detail for Applicants	a	
Promotions	Adverse Impact Detail for Promotions	b	
Terminations	Adverse Impact Detail for Terminations	c	
Employee level compensation data		Item 19	
	Because this data must be submitted electronically to OFCCP, the information is available via data export. Data fields listed in the Scheduling letter are included by default; additional information can be added.	a	
Additional factors used to determine compensation	Include at your discretion	b	
Documentation and policies, related to compensation practices	Include at your discretion	c	

Copies of Reasonable Accommodation policies and documentation of requests	Customize *Exhibit C - Reasonable Accommodation Policy and Procedures* in the IWD Narrative, or upload existing policy into this section of the Narrative. Documentations of accommodation requests should be included outside of the IWD Narrative.	Item 20	
Recent assessment of personnel processes	Tag [Review of Personnel Processes Detail] provided in the IWD and Veterans Narrative to document information regarding date of last assessment, description of the review, changes or processes implemented, and/or date of next scheduled assessment. Customize 'Review of Personnel Processes' sections in both Narratives as needed.	Item 21	CFR 60-300.44 9(b) and 60-741.44 (b)
Recent assessment of physical and mental qualifications	Tag [Review of Physical and Mental Job Requirements Detail] provided in the IWD and Veterans Narratives to document information regarding date of last assessment, description of the review, changes or processes implemented, and/or date of next scheduled assessment. Customize *Monitoring and Reporting Systems* section, as needed. Customize *Review of Personnel Processes* sections in both Narratives, as needed. Customize *Review of Physical and Mental Job Requirements* sections in both Narratives, as needed.	Item 22	CFR 60-300.44 (c) and 60-741.44 (c)

**The regulation requires you to evaluate the effectiveness of the outreach and recruitment efforts, annually. If you use REACH, this information can be automatically merged into the Narrative, using designated tags. Refer to page 51 of this guide for an example.*

Exhibit B: Sample Audit Scheduling Letter Itemized List

(on the next page)

OMB NO. 1250-0003
Expires XX/XX/XXXX

VIA CERTIFIED MAIL
(NUMBER)
RETURN RECEIPT REQUESTED

(Name of contractor official)
(Title of contractor official)
(Establishment Name)
(Street Address)
(City, State, Zip Code)

SAMPLE

Dear (Name of contractor official):

The U.S. Department of Labor, Office of Federal Contract Compliance Programs (OFCCP), selected your _____[**Insert:** establishment, functional unit, or corporate headquarters] located at _____for a_____[**Insert:** compliance evaluation or corporate management compliance evaluation (CMCE)]. We are conducting this_____[**Insert:** compliance evaluation or CMCE] under the authority of Executive Order 11246, Section 503 of the Rehabilitation Act of 1973,[1] the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974[2] and their implementing regulations in 41 CFR Chapter 60.[3] In addition to determining your compliance with these authorities, we will also verify your compliance with the regulations issued by the Veterans' Employment and Training Service (VETS) requiring contractors covered under Section 4212 to file an annual report on their employment and hiring of protected veterans.[4]

A compliance evaluation is initiated as a compliance review. The compliance review may progress in three phases: a desk audit, an on-site review, and an off-site analysis. OFCCP describes the phases of a compliance review in its regulations at 41 CFR Chapter 60.[5] For the desk audit, please submit the following information:

1. a copy of your current Executive Order Affirmative Action Program (AAP) prepared in accordance with the requirements of 41 CFR § 60-1.40, and 41 CFR § 60-2.1 through § 60-2.17**;**

2. a copy of your current Section 503 and Section 4212 AAPs prepared in accordance with the requirements of 41 CFR § 60-741.40 through § 60-741.44 and 41 CFR § 60-300.40 through § 60-300.44, respectively; and

3. the support data specified in the enclosed Itemized Listing.

---

[1] 29 U.S.C. § 793 (2006).
[2] 38 U.S.C. § 4212 (2006).
[3] E.O.11246, *as amended*, 3 CFR 339 12319 (1965); Section 503 of the Rehabilitation Act of 1973, *as amended,* 29 U.S.C. 793 (2006); Vietnam Era Veterans' Readjustment Assistance Act of 1974, *as amended*, 38 U.S.C. 4212 (2006).
[4] The VETS regulations require Federal contractors to submit either or both the VETS-100 and the VETS-100A Federal Contractor Report on Veterans' Employment. See 41 CFR § 61-300.10.
[5] 41 CFR §§ 60-1.20(a), 60-300.60(a), and 60-741.60(a).

Please submit your AAPs and the support data specified in the enclosed Itemized Listing to the address listed on page one of this letter as soon as possible, but no later than 30 days from the date you receive this letter. Pursuant to 41 CFR § 60-1.12(e), failure to preserve complete and accurate records constitutes non-compliance with your obligations as a Federal contractor or subcontractor. Once the evaluation begins, you are required to maintain all personnel and employment records described in the regulations enforced by OFCCP until the final disposition of the evaluation.[6]

We encourage you to submit your information in an electronic format to reduce the amount of time it takes to complete our evaluation of your [**Insert** establishment, functional unit, or corporate headquarters]. Should you opt to email your submissions, use email address_____.

You should be aware that OFCCP may initiate enforcement proceedings if you fail to submit AAPs and support data that represent a reasonable effort to meet the requirements of the regulations in 41 CFR Chapter 60.

Rest assured that OFCCP considers the information you provide in response to this Scheduling Letter as sensitive and confidential. Therefore, any disclosures we may make will be consistent with the provisions of the Freedom of Information Act.[7]

Please contact_____at_____if you have any questions concerning the compliance evaluation.

Sincerely,

(Name of District Director)
District Director

Enclosure (1)
Itemized Listing

SAMPLE

[6] 41 CFR §§ 60-1.12(a), 60-300.80(a), and 60-741.80(a).
[7] 41 CFR § 60-1.20(g); Freedom of Information Act, *as amended*, 5 U.S.C. § 552 (2009).

ITEMIZED LISTING

Executive Order 11246

1. An organizational profile prepared according to 41 CFR § 60-2.11.
2. The formation of job groups (covering all jobs) consistent with criteria given in 41 CFR § 60-2.12.
3. For each job group, a statement of the percentage of minority and female incumbents as described in 41 CFR § 60-2.13.
4. For each job group, a determination of minority and female availability that considers the factors given in 41 CFR § 60-2.14(c)(1) and (c)(2).
5. For each job group, the comparison of incumbency to availability as explained in 41 CFR § 60-2.15.
6. Placement goals for each job group in which the percentage of minorities or women employed is less than would be reasonably expected given their availability as described in 41 CFR § 60-2.16.

Section 503

7. Results of the evaluation of the effectiveness of outreach and recruitment efforts that were intended to identify and recruit qualified individuals with disabilities (IWDs) as described in 41 CFR § 60-741.44(f).
8. Documentation of all actions taken to comply with the audit and reporting system requirements described in 41 CFR § 60-741.44(h).
9. Documentation of the computations or comparisons described in 41 CFR § 60-741.44(k)for the immediately preceding AAP year and, if you are six months or more into your current AAP year when you receive this listing, provide the information for at least the first six months of the current AAP year.
10. The utilization analysis evaluating the representation of IWDs in each job group, or, if appropriate, evaluating the representation of IWDs in the workforce as a whole, as provided in 41 CFR § 60-741.45. If you are six months or more into your current AAP year on the date you receive this listing, please also submit information that reflects current year progress.

Section 4212 (VEVRAA)

11. Results of the evaluation of the effectiveness of outreach and recruitment efforts that were intended to identify and recruit qualified protected veterans as described in 41 CFR § 60-300.44(f).
12. Documentation of all actions taken to comply with the audit and reporting system requirements described in 41 CFR § 60-300.44(h).

SAMPLE

13. Documentation of the computations or comparisons described in 41 CFR § 60-300.44(k) for the immediately preceding AAP year and, if you are six months or more into your current AAP year when you receive this listing, provide the information for at least the first six months of the current AAP year.

14. Documentation of the hiring benchmark adopted, the methodology used to establish it if using the five factors described in § 60-300.45(b)(2). If you are six months or more into your current AAP year on the date you receive this listing, please also submit information that reflects current year results.

Support Data

15. Copies of your Employer Information Report EEO-1 (Standard Form 100 Rev.) for the last three years.[1]

16. A copy of your collective bargaining agreement(s), if applicable. Include any other documents you prepared, such as policy statements, employee notices or handbooks, etc. that implement, explain, or elaborate on the provisions of the collective bargaining agreement.

17. Information on your affirmative action goals for the immediately preceding AAP year and, where applicable (see below), progress on your goals for the current AAP year.[2]

    For the immediately preceding AAP year, this report must include information that reflects:

    a. job group representation at the start of the AAP year, (i.e., total incumbents, total minority incumbents, and total female incumbents);

    b. the percentage placement rates (% goals) established for minorities and women at the start of the AAP year; and

    c. the actual number of placements (hires plus promotions) made during the AAP year into each job group with goals (i.e., total placements, total minority placements, and total female placements. For goals not attained, describe the specific good faith efforts made to achieve them.

    If you are six months or more into your current AAP year on the date you receive this listing, please also submit information that reflects progress on goals established in your current AAP year, and describe your implementation of action-oriented programs designed to achieve these goals.[3]

SAMPLE

[1] 41 CFR § 60-1.7.

[2] 41 CFR § 60-1.12(a), 41 CFR § 60-2.1(c) and 41 CFR § 60-2.16.

[3] 41 CFR § 60-1.12 and 41 CFR § 60-2.17(c).

18. Data on your employment activity (applicants, hires, promotions, and terminations) for the immediately preceding AAP year and, if you are six months or more into your current AAP year when you receive this listing, provide the information in (a) through (c) below for at least the first six months of the current AAP year. You should present this data by job group (as defined in your AAP) or by job title.[4]

    a. Applicants and Hires: For each job group or job title, this analysis must consist of the total number of applicants and the total number of hires, as well as the number of African- American/Black, Asian/Pacific Islander, Hispanic, American Indian/Alaskan Native, White, and the number of female and male applicants and hires. For each job group or job title applicants for whom race and/or sex is not known, should be included in the data submitted

       However, if some of your job groups or job titles (most commonly, entry-level) are filled from the same applicant pool, you may consolidate your applicant data (but not hiring data) for those job groups or titles. For example, where applicants expressly apply for or would qualify for a broad spectrum of jobs (such as "Production," "Office," etc.) that includes several job groups, you may consolidate applicant data.

    b. Promotions: For each job group or job title, provide the total number of promotions by gender and race/ethnicity.[5] Also, include a definition of "promotion" as used by your company and the basis on which they were compiled (e.g. promotions to the job group, from and/or within the job group, etc.). If it varies for different segments of your workforce, please define the term as used for each segment. If you present promotions by job title, include the department and job group from which and to which the person(s) was promoted.

    c. Terminations: For each job group or job title, provide the total number of employee terminations by gender and race/ethnicity. When presenting terminations by job title, include the department and job group from which the person(s) terminated.

19. Employee level compensation data for all employees (including but not limited to full-time, part-time, contract, per diem or day labor, temporary) as of the date of the workforce analysis in your AAP. Provide gender and race/ethnicity information and hire date for each employee as well as job title, EEO-1 Category and job group in a single file.[6] Provide all requested data electronically, if maintained in an electronic format. See Note 1, below.

SAMPLE

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[4] 41 CFR § 60-1.12, 41 CFR § 60-2.11-12, 41 CFR § 60-2.17(b)(2)and(d)(1), and 41 CFR §§ 60-3.4 and 3.15.

[5] The term "race/ethnicity" as used throughout the Itemized Listing includes these racial and ethnic groups: African-American/Black, Asian/Pacific Islander, Hispanic, American Indian/Alaskan Native, and White.

[6] 41 CFR § 60-2.17(b)(3) and (d).

a. For all employees, compensation includes base salary and or wage rate, and hours worked in a typical workweek. Other compensation or adjustments to salary such as bonuses, incentives, commissions, merit increases, locality pay or overtime should be identified separately for each employee.

b. You may provide any additional data on factors used to determine employee compensation, such as education, past experience, duty location, performance ratings, department or function, and salary level/band/range/grade.

c. Documentation and policies related to compensation practices of the contractor should also be included in the submission, particularly those that explain the factors and reasoning used to determine compensation.

20. Copies of reasonable accommodation policies, and documentation of any accommodation requests received and their resolution, if any.

21. Your most recent assessment of your personnel processes, as required by 41 CFR § 60-300.44(b) and § 60-741.44(b), including the date the assessment was performed, any actions taken or changes made as a result of the assessment, and the date of the next scheduled assessment.

22. Your most recent assessment of physical and mental qualifications, as required by 41 CFR § 60-300.44(c)and § 60-741.44(c), including the date the assessment was performed, any actions taken or changes made as a result of the assessment, and the date of the next scheduled assessment.

NOTES

NOTE 1: If any of the requested information is computerized, you must submit it in an electronic format that is complete, readable, and useable. Please use caution when submitting large electronic files. Check with the OFCCP Compliance Officer and your system administrator to ensure adherence to administrative and system guidelines.

Note 2: According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 1250-0003. We estimate that the average time required to complete this information collection is 27.9 hours per response, including the time for evaluating instructions, searching existing data sources, gathering and maintaining the data needed, and completing and evaluating the collection of information.

Send any comments concerning this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Office of Federal Contract Compliance Programs, Room C-3325, 200 Constitution Avenue, N.W., Washington, D.C. 20210.

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