

**Ohio State University Extension  
Civil Rights Action Plan  
For 1999 CSREES Review Recommendations  
December 20, 2000**

1. **Communications about commitment to AA/EEO Action Plan:**  
Annually the Director will include a message in the Communiqué restating the OSU Extension commitment to AA/EEO policies and procedures.
2. **Development of a comprehensive Affirmative Employment Plan (attached)**  
Including the enhanced recruitment and hiring of minorities
3. **Comprehensive training of all personnel about:**
  - AA/EEO rights and responsibilities
  - Insure personnel knowledge of laws, rules and regulations
  - Insure that all employees know the complaint procedures for program and employment
  - Implications of civil rights procedures concerning programming
  - Update staff to insure gender neutral programming and club names for 4-H and FCE

**Action Plan:**

1) *Organizational Communications:* All employees will be provided basic AA/EEO/Diversity information through nine articles that will be distributed through the OSU Extension Communiqué newsletter. Articles were developed by two employees serving in the Future Leaders of Extension Program and include the following topics:

- Managing Diversity in OSU Extension
- Facts to Know about AA/EEO and Valuing Diversity
- Handling Employment Disputes and Complaints of Discrimination
- Valuing Diversity
- Developing News Releases and Program Promotion to be more inclusive
- What Policies are in place to prevent discrimination?
- Defining the terms of diversity
- 10 ways to learn more about diverse and new audiences

2) *Orientation of New Employees to AA/EEO and Diversity*

- All new employees receive the factsheet "Facts to Know about AA/EEO" in the orientation briefcase. This factsheet outlines rights and responsibilities of employees.
- New program personnel participate in a 1 ½ hour session on Diversity Awareness at New Personnel Orientation. Emphasis is upon implications for programming with diverse audiences.

- New support staff participates in a 15-minute session to explore rights and responsibilities of AA/EEO.
- All new personnel receive a brochure about the EEO Counselor program and complaint process.

### 3) *Teams in Transition*

A new staff member in the office places the existing team and working relationships into transition. We encourage all members of the office team to meet to explore the roles of people in groups and teams and how to create positive work environments to foster teamwork. A team from the Employee Development Network works with the office team to learn skills to enhance interpersonal relationships, conflict management and team building. Team activities and case studies are used to support team learning and to help incorporate new and experienced co-workers!

### 4) *Diversity Review Preparation Training*

A one-day training about AA/EEO/Diversity and the Diversity Review Process is conducted annually for counties scheduled for an on-site or self review. At least one employee from each office is asked to participate and share the training with the rest of the county personnel. Section xx of the Diversity Review notebook is a training resource to update employees about the organization's AA/EEO obligations.

### 5) *Preventing Sexual Harassment*

OSU has revised its sexual harassment policy and is conducting university wide training. OSU Extension has a designee who has participated in the university wide training and will work with the Administrative Leadership Network to develop and implement a system wide plan for training. In addition, sexual harassment fact sheets have been developed and will be made available to all personnel through the Employee Development Network website. Investigation and intervention training is offered as needed on a one to one basis.

### 6) *Unit Diversity Training and Organizational Culture Assessment*

A pilot program developed early in 2000 has been implemented with 40 employees in the Communication and, the State 4-H Office and Southwest District Office will participate in the training. A plan will be developed to pilot unit diversity teams and a climate assessment process to identify strengths and/or barriers that minority and non-traditional employees may experience in the work environment. This process will provide important information and an opportunity for specific intervention in a work unit to strengthen the environment for a diverse workforce.

4. **Conduct ongoing salary reviews to ensure there are no discriminatory differentials.**

**Action Plan:** OSU Extension's Administrative Cabinet has charged the Personnel and Operations (POP) Team and specifically, the Personnel Leader with continual examination of compensation issues related to Extension employees. The POP team has been asked to examine the data for any differences between different demographic groups and report findings to Administrative Cabinet with recommendations.

Compensation of employees continues to be a difficult issue given limited resources. Therefore, equitable distribution of available resources is very important to maintaining a highly motivated workforce. OSU Extension has examined its salary structure in the past to seek to find if systematic differences exist between demographic groups.

Two methods, Formula and Regression, have typically been used to examine compensation. The Formula method utilizes a formula to calculate the salaries of newly hired Agents. The Formula method has been used to determine if current Agents with satisfactory or above performance would be receiving a higher or lower salary than they would if they entered the organization today with the same education and experience levels. The Regression method utilized a multiple linear regression model to determine the predicted salary of each employee based on the compensation of his/her peers. The nature of the Regression method places 50% of salaries above the predicted amount and 50% below the predicted amount. The findings from the Regression method have been used to look for systematic compensation differences and not for making recommendations to adjust the salaries of individuals.

Variables studied have included performance, years of experience, base salary, leadership positions, education, title or rank, current salary, gender, race, program area and district

These methods will be used to reexamine equity and market issues on a continuing basis. Efforts continue to look at the issue related to all employment classifications within OSU Extension. A formal review will take place every 3-5 years.

5. **Clarify internal appointment procedures in management and administrative positions.**

Guidelines were adopted by Administrative Cabinet concerning re-assignment of personnel. At a minimum, open positions will be advertised within OSU Extension. Whenever possible, positions will be advertised broadly with national searches for candidates.

## **6. Maintain racial/ethnic balance in relation to termination**

### **Action Plan:**

In 1997, Extension established a process of interviewing staff members leaving the organization and developing a database of the information gained from the interviews. A faculty member on the Employee Development Network has responsibility for gathering and analyzing the data. An annual report provides a demographic view of those leaving and a summary of comments related to satisfaction and areas of concern.

The results are annually shared with the Leadership network in the form of a report and in the spring of 2000, a three year composite of all exit interviews conducted with minority staff members was developed and presented to the Administrative Leadership Network. In the future, the data on minorities leaving the organization will be compared with the number of minorities hired.

The Leadership Network has discussed these findings and made recommendations for training and development of staff to provide increased sensitivity minority issues. Recommendations include increased training of employees to strengthen abilities to support and work with minority colleagues and to continue to develop skills to work with diverse audiences.

This database will be used in an ongoing effort to monitor racial/ethnic balance in relation to termination. OSU Extension is committed that all Extension professionals involved in employment decisions will ensure nondiscrimination in all terms and conditions of employment, including termination.

## **7. Address concern that management system will not support or tolerate AA/EEO complaints.**

The Administrative Leadership Network is very concerned that this is a perception among personnel. The Learning and Leadership Team will develop a plan for conducting dialogues with minority staff in the organization to open lines of communication. In addition, as training and development in the coming year focuses on the University's new sexual harassment policy, avenues for complaint and support will be communicated and reinforced with personnel.

## **8. Clarify and update Affirmative Action Plans**

### **Action Plan:**

Each year, 22 of the 88 counties in OSU Extension participate in the Diversity Review Process. Five counties participate in an on-site review and the remaining 17 counties conduct a self review. As a result of this review process, a recommendation report is generated and the county submits an Action Plan to address the recommendations. The documents generated by county staff during the review process constitute an updated Affirmative Action Plan. This plan is kept on file in the county office as well as the state administrative offices.

A summary report from all reviews conducted in the state is shared with the Administrative Leadership Network. This report is used to determine statewide actions needed to support AA/EEO and diversity. Organizational actions planned as a result of this annual review process will be communicated to the organization and kept on file as an updated statewide Affirmative Action Plan.

## **9. Develop position descriptions for all positions and document civil rights responsibilities**

### **Action Plan:**

In 1999, OSU Extension established a policy that each faculty member, administrative and professional (A and P) program staff, and the Administrative Leadership Network should develop a curriculum vita (CV) and update it annually. An integral part of the CV is a position (job) description. These will be kept on file with the employee's personnel records and will provide a position description as requested in the review. Individuals housed in academic departments also develop and maintain CV's as a part of the College's rewards system.

As CV's are updated beginning in 2001, all submitting a CV will be asked to acknowledge responsibility for civil rights, equal employment opportunity and affirmative action in addition to the nondiscrimination statement. The Extension Administrative Cabinet in January of each year will reaffirm who is delegated at State, District and County levels as responsible for civil rights. This will be confirmed to the organization through the Administrative Communiqué.

Currently generic position descriptions exist for most other positions within OSU Extension. These will be reviewed and a statement added, as appropriate, related to responsibilities for civil rights, equal employment opportunity and affirmative action in addition to the nondiscrimination statement. Generic position descriptions are found in several locations. By March of 2001, one central file will be established within the personnel unit. It will contain samples of generic position descriptions for program professionals.

The University has established position descriptors for support staff and the Extension Business Office maintains access to the university database with these indicators. This will continue. Generic position descriptions for campus based A and P positions were established in the summer of 2000 and are on file with the Extension Administrative Offices. Copies of these will be included in the master file located in the Personnel Unit. The Office Associate for Personnel will be responsible for keeping the file updates for generic position descriptions.

#### **10. Implement POW/ROR process to plan/report civil rights implementation.**

**-plan for data collection including race/gender of program participants**

**-expand contact reporting to include all forms of contact**

##### **Action Plan:**

The OSU Extension Program Team and Program Development/Evaluation unit will coordinate the POW/ROR process to account for appropriate program diversity and race/gender in clientele reached. Attempts to strengthen current programs developed/targeted for limited resource audiences will be covered. All personnel will strive to reach an ethnic and cultural mix of participants that represent the target audience.

The ROR in the newly developed reporting system will be asked to gather and measure program contacts on race and gender. In addition, the new reporting system will include all methods of educational programming and dissemination methods with appropriate clientele.

The Department chair initiated consultation with the university attorney's office and the Office of Human Resources during the summer of 2000 to discuss collecting race and gender information for mailing lists as well as personnel lists. At their request, action on this item has been put on hold until greater clarity related to the laws can be gained.

#### **11. Enhance racial/ethnic diversity in traditional programs**

##### **Action Plan:**

Community development programs are by design intended to be inclusive and representative of the community population. The reporting process will be used to verify achievement.

Family and Consumer Sciences agents will be encouraged to reach an ethnic and gender mix that represents the county's population.

All specialists, agents, and program assistants will be encouraged to reach an ethnic, cultural, philosophical and gender mix that represents the appropriate clientele at the national, state and county level.

4-H Youth Development professionals will be encouraged to reach an ethnic and gender mix that represents the county's population.

## **12. Insure that all reasonable efforts are used to expand program diversity**

### **Action Plan:**

Special projects and programs will be designed to reach minority groups. For example, the Strengthening Ohio's Leadership, assisted by a five year grant, in part, addresses minority neighborhoods. Other programs particularly in urban centers can target traditionally under-served audiences. In-service workshops such as the second annual "Limited Resource Audiences" in-service help prepare Extension Educators to address the diversity audience goals.

The FCS program targets a diverse population as outlined in the strategic plan. It includes parents, family members, older adults, agencies, and organizations that have a similar mission as OSU Extension and that target similar issues.

The Agriculture and Natural Resources Program will continue to encourage building life long partnerships with both traditional and non-traditional clientele. We will serve as a catalyst to facilitate educational forums for a variety of groups/organizations that have differing viewpoints and advocacy.

Furthermore, Ohio 4-H will continue to develop and strengthen partnerships to expand our reach to under served audiences. A statewide in-service will be conducted on developing volunteers directed at out-of-school hour programming. Special attention will be given to expanding program diversity.

## **13. Insure proper use of Public Notification Plans**

### **Action Plan:**

-All Extension educational and promotional materials for dissemination to the public will carry appropriate indicia and equal employment opportunity statements for both printed and electronic materials.

-The equal opportunity statement will be printed on all letterhead for news releases and will be included in credits for all taped video or live television educational programs.

-Public notices of educational programs such as posters, free or paid advertising, or announcements in newspapers, magazines, or newsletters shall carry the equal opportunity statement.

-Whenever Extension faculty or staff appears on radio or television programs to promote educational activities, mention of the fact that Extension programs are for all people will be mentioned.

-Both county and state operations will include minority newspapers, magazines, and other publications on their news and feature article distribution lists.

-Extension personnel writing newspaper, newsletter, or magazine columns will include an equal opportunity statement at the end of the material.

-Posters or other public announcements of Extension educational programs should be distributed widely throughout the public with special attention to potential under-served clientele.

-When Extension programs are conducted in partnership with one or more other private or public agencies, the equal opportunity statement should be used with any program or promotional materials associated with the effort.

-An inventory of efforts made to provide public notice should be made and filed as a record for each public Extension educational program. Extension has no control over media use of materials, but when used and where possible, newspaper or magazine clippings of information used would strengthen the inventory record.

#### **14. Insure documentation of civil rights in staff conferences**

##### **Action Plan:**

A review of the OSU Extension operating policies and procedures addressing the Civil Rights Act of 1964 and subsequent legislation would be conducted at the first office staff conference at the beginning of each new calendar year. Every office staff within OSU Extension would be on the same review schedule time line but not necessary on the same calendar date. Confirmation of the review would be reflected in the staff conference minutes. The Director's assistant would put a reminder in the director's office calendar to place an article in the Extension Communiqué regarding documentation of civil rights at the end of each calendar year (December). The director's note in the Communiqué would serve as a prompt to place this issue on the staff conference agendas in January.

#### **15. Implement procedures to document non-discrimination status of organizations we work with to deliver programming.**

##### **Action Plan:**

A copy of OSU Extension Civil Rights policy statement over the Director's Signature would be shared with collaborating agencies/organizations. A copy of the collaborating organization's policy statements would be asked for by Extension personnel and kept on file.

#### **16. Improve time frame for onsite diversity reviews to mobilize current stagnant procedures**

##### **Action Plan:**

OSU Extension will continue to conduct 22 Diversity Reviews annually. Five of these will be on site reviews. The remaining 17 will be self-reviews. All counties (88) will be reviewed in a 4-year period. By early in 2001, 66 of the 88 counties will have completed reviews. Implementation of this plan will be continued with an emphasis placed on timely completion of 5 on-site reviews each year by an administrative team and 17 self-reviews conducted locally. Clarification of statewide responsibility for scheduling, reviewing reports, and developing responses in a timely manner will occur by early 2001.



**17. Encourage use of ADA self-evaluation to insure that all facilities are in compliance.**

**Action Plan:**

After the first of each year, county chairs will be asked to report on their ADA self-evaluation and whether or not changes have occurred during the past year. Any time an office makes physical relocation, the chair, in conjunction with other staff in the office, will be asked to complete a new ADA self-evaluation of the physical facilities. District Directors will work with county chairs prior to any physical relocation to assess the new facility for compliance with ADA requirements. Yearly updates of ADA plans will be kept on file at the appropriate district office.

**18. Encourage increased levels of diversity on advisory committees.**

**Action Plan:**

Extension professionals will be trained to enable them to recruit and retain diverse members on local advisory committees. Special training will be provided to district specialists and district directors to further support local Extension agents in increasing committee diversity.

**19. Insure that FCS clubs are integrated.**

**Action Plan:**

County FCS agents who work with Homemaker and Community Education Clubs and with other types of clubs will be notified that clubs must be open to any individual in order for the FCS agents to provide educational program support to the respective group.

**20. Insure that programs for minorities are not disrupted by loss of grant funding**

**Action Plan:**

The coordinator of Resource Development/Management would review with Extension staff during in-services, etc. the importance of maintaining programs after grant funding sources have been depleted. A special reporting column would be added to the reporting system for Report of Results that would identify programs which had exhausted operating funds provided by grants. A list of the terminated programs would be sent to the coordinator. The coordinator would then follow up with the personnel who were implementing the grant to discuss and document how the program continues without grant funding.

**21. Boost the 4-H EFNEP program to increase participation**

**Action Plan:**

The 4-H EFNEP youth program is limited because of the number of professional targeting youth. Because of budget limitations the program targets adults with young children in most counties.

**22. Diversity for the 4-H volunteer pool**

**Action Plan:**

Furthermore, Ohio 4-H will continue to develop and strengthen partnerships to expand our reach to under served audiences. A statewide in-service will be conducted on developing volunteers directed at out-of-school hour programming. Special attention will be given to expanding program diversity.

**23. Use Expansion and Review Committees to establish plans for increased program participation by minorities in 4-H**

**Action Plan:**

County 4-H committees address the issue of reaching under served audiences with youth development programs as a part of action plans that result from each Diversity Review. 4-H personnel will review the members roster of the Expansion and Review committee to ensure that membership reflects the description of the committee located on page 8.5 of the Ohio 4-H agents handbook.

**24. Update staff to insure gender-neutral programming and club names.**

**Action Plan:**

Annually in the Extension Communiqué, the Extension Director will update the staff on the need for gender-neutral programming and club names. Assistant Directors and other members of the Program Team will reinforce the communication from the director by reiterating the message through communication with staff in their areas.

# OSU Extension Affirmative Employment Plan

## Introduction

During a recent Civil Rights Audit conducted by the Cooperative State Research Education and Extension Unit (CSREES) of the United States Department of Agriculture (USDA) Ohio State University Extension was reminded that our workforce is not representative of the states population. This document describes the current status of racial and gender diversity within OSU Extension and the organizations plans to affirmatively address these issues. This document does not address diversity in the broad sense of the term but seeks to address under represented groups as defined by the Civil Rights Act of 1964 as amended.

## Background

The agricultural roots of OSU Extension have traditionally been rural, white and middle class. As the organization changes to meet the changing needs of a more diverse state, it has embraced a commitment to diversity in programming for all. In order to effectively serve all the state's citizens, OSU Extension must more closely reflect the diversity of the state. As a part of its vision statement, OSU Extension states it will "Educate without discrimination and employ people representing the diversity of the state's population".

The population of Ohio is estimated to be nearly 11.3 million people. Of this 11 million people, whites represent 85.7%, blacks 11.5%, Asians 1.1%, Hispanic 1.6%, and Native Americans .2%<sup>1</sup>. The current population of employees within OSU Extension is 93% white, 5% black, 1% Asian American and 0% Native American. The Extension Agent population within OSU Extension is 96% white, 2.3% blacks, .3% Hispanic, and 1.3% Asian American.

Among employment classifications some differences were found. Faculty makes up 27% of OSU Extension's employment. Among Faculty, 96% are white, 1.3% are black, .6% are Hispanic, and 1.9% are Asian American.

Unclassified employees make up 40% of the employees of OSU Extension. Among unclassified staff, 94% are white, 7.4% are black, 1% are Hispanic, and 1.3% are Asian American.

Classified civil service (CCS) employees make up 33% of OSU Extension's workforce. Among CCS employees, 86% are white, 8.9% are black, .4% Hispanic and 1.3% Asian American.

1 Source: US Bureau of the Census, State and Metropolitan Area Data Book 1997-98, table A-5

During the period of 1998 and 1999 OSU Extension hired 160 new employees. Of the new hires 31.9% were professionals, 20.6% paraprofessionals, and 28.8% were support staff. Of the new hires 91.9% were white, 6% were black, 1% were Hispanic, and 3% Asian American.

## Justification

The data indicates that blacks are under represented among OSU Extension employees. Hispanics may be under-represented in CCS and Faculty. Asian Americans are represented among the employees of OSU Extension in proportion to the state's population. Blacks are under represented among faculty and to a lesser extent among unclassified and classified employees. The Agent population should be a major focus since that population has the greatest potential to move into faculty ranks and the greatest opportunity for assuming leadership roles within the organization.

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<sup>1</sup> Source: U.S. Bureau of the Census, State and Metropolitan Area Data Book 1997-98, table A-5.

Some barriers that may impede OSU Extension's progress include:

- Lack of an entry level position,
- Lack of training positions,
- Lack of graduate student internships, assistantships, etc.,
- Diversity of individual county populations and the desirability to minority applicants,

## Goal Statement

OSU Extension will put in place efforts to increase the number of blacks and Hispanics in candidate pools. These efforts will result in significant increases in the number of blacks and Hispanics in interview pools and the number hired. In 2000 and 2001 the number of blacks and Hispanics in the pool of candidates interviewed will be equal or greater than 10%. Beginning in 2002, this percentage will increase to 15% or greater.

## Methods

OSU Extension will develop relationships with two predominately black 1890 Land Grant institutions. These relationships will be designed to expose potential candidates to OSU Extension and provide opportunities to get practical experience in Extension programs in Ohio. **A minimum of four paid internships will be provided to students from these two institutions annually.**

Partnerships between OSU Extension and other OSU Departments will be strengthened in order to encourage a more diverse pool of graduates to apply for positions within OSU Extension. Currently OSU graduates with preferred degrees are not representative of the type of diverse applicant pool that is desired. **OSU Extension will require that 20% of graduate assistantships paid for by OSU Extension will be given to minority students. In addition these graduate assistantships will be required to have at least 50% of their assigned duties to be directly related to Extension programming.**

Marketing efforts of the OSU Extension Personnel Unit will continue to target minority applicants. An advertising budget of \$5000 has been designated specifically for targeting minority applicants.

Recruitment teams are being developed to recruit potential applicants for Extension Agent positions. These efforts will include site visits to neighboring state Land Grant universities. Special emphasis will be placed on reaching minority candidates.

All recruitment team members, Administrative Leadership Network members, Recruitment Extension Associate and other employees will be directed to seek opportunities to help minority employees better understand the Extension Agent position and encourage them to consider the position as a career choice. In addition, these individuals will be instructed to help potential candidates develop the appropriate skills to become successful through the interview process and as Extension Agents once employed.

## Evaluation

Evaluation of these efforts will occur annually. The Administrative Leadership Network will place the issue of workforce diversity on the June meeting agenda. With the current baseline of applicants and employees being established, evaluation will occur based on a comparison of these efforts. Meeting or exceeding the established goals will be expected. Failure to meet the established goals will result in a reexamination of, and adjustments to the organizations recruitment and hiring efforts.

Members of OSU Extension's Administrative Cabinet will be expected to lead their units and or program areas through affirmative changes in the diversity of their individual units. Evaluation of these efforts will be conducted by the Director and reflected in the annual performance appraisal of these individuals.