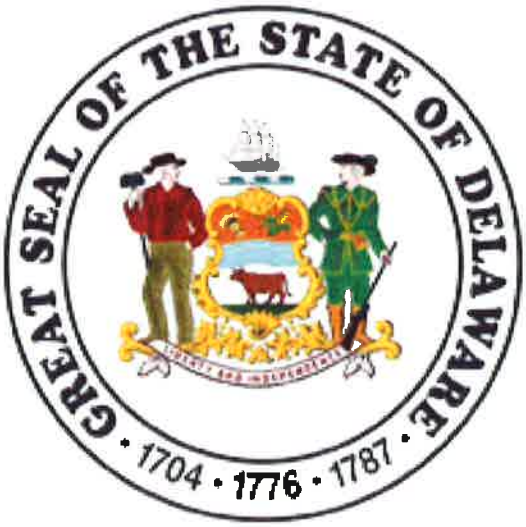

Governor's Council on Equal Employment Opportunity
FY2011 - FY2013 Council Report

Submitted July 2014

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EXECUTIVE SUMMARY

The Council continues its work in furtherance of Executive Order Number 8 and its strategic plan. As demonstrated in this report, the State of Delaware Executive Branch collectively meet diversity standards for minorities and females intended by Executive Order 8. However, the Council is concerned with the history of chronic under-representation that can be found throughout various labor market categories and agencies in the Executive branch of State government. To evaluate the root cause for this trend, the Council has engaged an expert consultant in the area of affirmative action data to review our overall hiring, recruitment and retention processes and data analysis. The Council continues to work diligently on a number of important tasks to fulfill its mission including implementing the goals and objectives outlined in the strategic plan and continuing to advance the understanding and importance of Equal Employment Opportunity/Affirmative Action (EEO/AA).

The mission statement of the GCEEO is as follows:

The Governor's Council on Equal Employment Opportunity advances, supports, and fosters progress in employment opportunity practices, and an equitable environment of mutual respect and understanding in executive branch agencies.

The GCEEO strategic plan contains four stated goals:

- Ensure that Council work is relevant, timely and helpful to agencies working toward best practices by sharing information and providing guidance.

- Develop and fulfill the objectives of its mission statement and provide information on assistance offered in order to position the Council as a resource for advice and guidance. Greater focus will be placed on best practices and relationship building.

- Review and revise reporting requirements and processes for agencies that are under review so they are consistent with affirmative action reporting and capture relevant data.

- Provide meaningful education and training opportunities on a statewide basis.

Three active committees:

- The **Report Writing Committee** continues to refine and streamline the annual executive branch agency affirmative action reporting requirements. In 2011, the committee developed a new reporting template that simplified the process by consolidating multiple reports into a single document. In 2013, the committee partnered with PHRST and the Department of Labor to ensure 2010 census data was incorporated and extraction was accurate and reflective of what the Council requires to promote an inclusive and diverse workforce.

- The **Communications and Website Committee** is working toward improved information and resource sharing with state agencies regarding EEO/AA/diversity best practices. The committee is working closely with OMB/HRM on the GCEEO's website

which is hosted by the Government Information Center. The website was launched in November 2013 at http://gceeo.delaware.gov.

- The **Education and Training Committee** is working to increase awareness and education regarding EEO/AA and diversity. A significant accomplishment of the committee was the 2012 and 2014 Governor's Equal Employment Opportunity Summits. The theme of the 2012 conference was "I Am Aware..." with a specific focus on unconscious bias. Ninety percent of the summit evaluation respondents said they gained a better understanding of how unconscious perceptions may reinforce stereotypes. Ninety-three percent of respondents rated the event as excellent or very good. The theme of the 2014 conference was "I am aware…the Value of Inclusion" with a specific focus on unconscious bias and cultural competency. Eighty-eight percent of the summit evaluation respondents rated the event as excellent of very good. The internationally known firm, Cook Ross, Inc. provided the speaker, Armers Moncure for both Summits.

RECOMMENDATIONS & BEST PRACTICES

After evaluating cabinet agencies for compliance with Executive Order 8, the Council will be making formal recommendations around the topics below that will be proposed to OMB/HRM for all executive branch agencies:

1) Proactively address diversity by incorporating and communicating diversity objectives into agency strategic plans. Note: areas of chronic under-representation may warrant more creative and aggressive solutions.
2) Establish more stringent criteria to be followed when recruiting positions that fall into chronically under-represented EEO-4 categories. Chronic under-representation will need to be defined and agencies should work with the Statewide Recruiter to develop recruitment plans for filling positions that fall into that category.
3) Change the casual seasonal hiring process to be consistent with hiring practices for merit positions and subject to under-representation criteria.
4) Partner with other agencies or organizations to conduct or participate in job fairs. Provide a job fair specifically for state government that emphasizes hiring people with disabilities and veterans.
5) Develop a systematic process that increases the use of the Selective Placement Program during the recruitment process.
6) Provide interview training that includes unconscious bias content for hiring managers on a regular basis, not to exceed every five years.
7) Review the exit interview process to sufficient response rates, analyze feedback and follow–up on trends with a plan of action and focus on in-person interviews when feasible.
8) Review the current statewide performance plan/review procedures and institute a process to ensure employees consistently receive a performance plan and review annually.
9) Agencies assign a representative to attend GCEEO monthly meetings as well as participate in the Recruitment Workgroup.

10) Provide statewide human resources and managerial training/education on Gender Identity Guidelines and best practices.

11) Continue proactive efforts to further employment of people with disabilities consistent with HB 319, the Employment First Act.

12) Conduct and review employee surveys to assist with establishment of strategic priorities.

Additionally, the 2011 GCEEO report made the following recommendations which remain in effect:

- Use diverse interview panels for vacant positions of all pay grades.
- Provide diversity training to all employees regularly or a minimum of every three years.
- Implement Workplace Gender Transition Guidelines.
- Assist with coordinated efforts for transition to Senate Bill 30, which recognized civil unions, and was implemented in January 2012.

The Council also suggested all agencies survey employees for diversity and employment satisfaction as a best practice.

Employment of People with Disabilities – The Council supported staff in its role of working with other agencies to meet the goals of HB 319, which designated Delaware as an "Employment First" State. As a result of this important legislation and the Governor's platform through the National Governor's Association on furtherance and promotion of employment of people with disabilities, staff remains active with resulting workgroups that are identifying best practices and creating a draft blue-print for Delaware's employment of people with disabilities. The Council has made this initiative a priority as evidenced by this year's recommendations related to hiring and the selective placement program.

For FY 2012, the GCEEO participated in American's with Disabilities Act training provided to agency Human Resources Managers and Equal Employment Opportunity Officers. This was a collaborative effort with primary training provided by the American's with Disabilities Act Regional Disability and Technical Assistance Center, which operates under the leadership of Marian Vessells.

AGENCY REVIEWS

Executive Order 8 provides that the Council establish a schedule for conducting agency reviews and issue a report identifying those practices that are constructive and those which need improvement. Included within the body of this report are the findings and recommendations from the FY2011, FY2012 and FY2013 agency reviews. The agencies reviewed for FY2011 included: Department of Health and Social Services, Department of Labor, Department of Natural Resources and Environmental Control, and Department of Technology and Information. The agencies reviewed for FY2012 included: Delaware State Housing Authority, Department of Safety and Homeland Security, and Delaware State Police. The agencies reviewed for FY2013 included: Department of Correction, Delaware National Guard, Department of Education, and the Office of Management and Budget.

SUMMARY

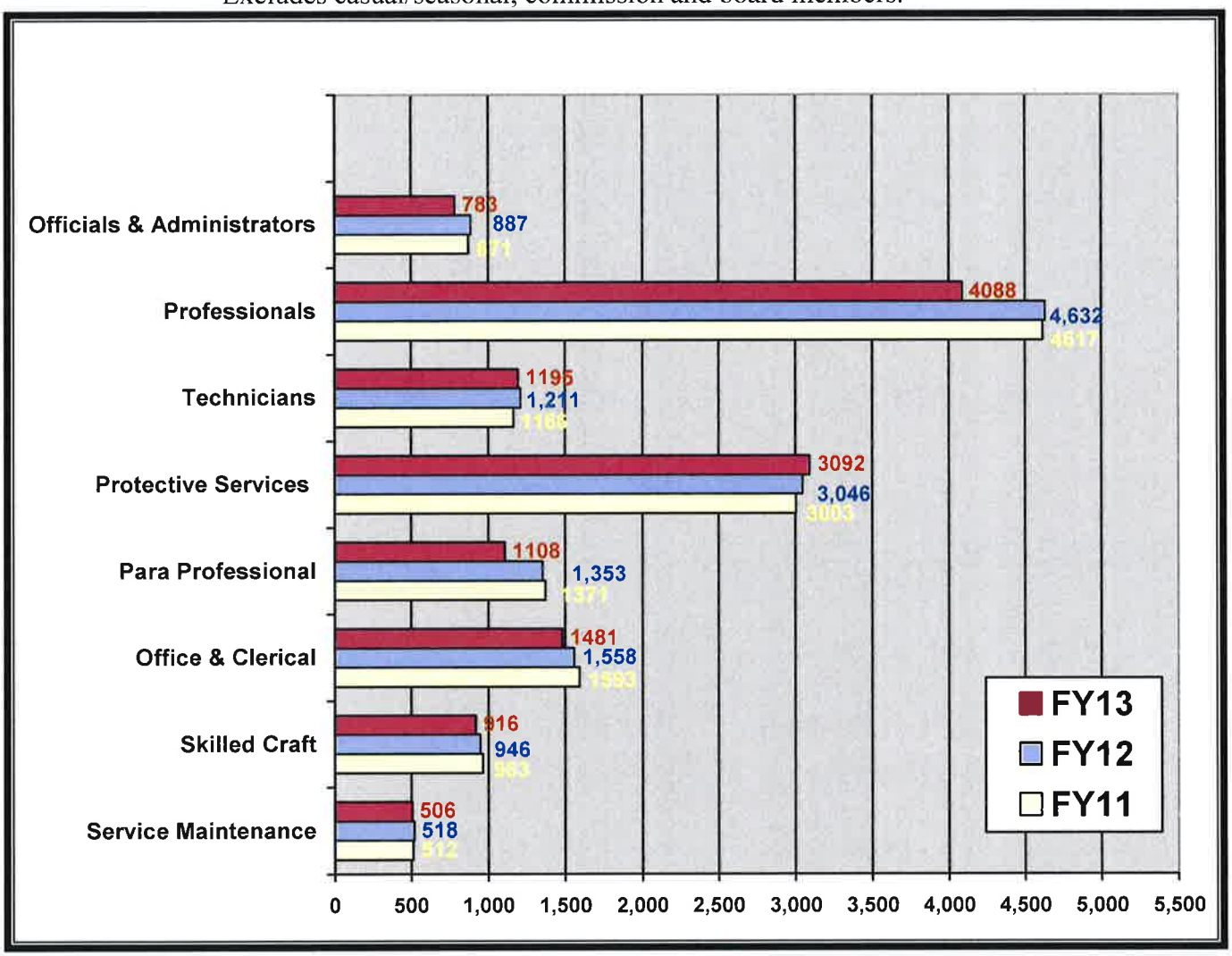
The Council continues to foster progress in EEO/AA and diversity initiatives and plans to partner with other Executive Branch agencies to continue the message of "I am aware…". The Council is consistent with the unconscious bias initiative while analyzing applicant and employment data to strategize where there may be opportunities in the recruitment and retention process, and working with the Office of Management and Budget's PHRST division to ensure efficient and accurate reporting of data.

DEMOGRAPHIC SUMMARY

Delaware state government, under EEO reporting guidelines, employs over 13,000 employees in the executive branch. The charts below summarize the State of Delaware's executive branch agencies and their current workforce compared to labor market statistics. The demographics in this report are a statistical snapshot and illustrate the workforce as reported in detail within each agency's annual AA report. *Census data from the National 2010 Census became available in November 2012 and the GCEEO partnered with agencies to ensure the labor market statistics were updated.* In addition, the GCEEO is examining changes made for EEO-1 that may affect the State in regards to job titles and the eight EEO-4 codes in which they will be grouped. Finally, the racial categories were also modified for EEO-1. However, as of this report no implementation date has been issued for the public sector. Therefore, the GCEEO is proceeding cautiously in the event that future changes to the public sector are further amended prior to issuance of an implementation timeline. We have had several meetings with our partner agencies including DOL and the Payroll Human Resource Statewide Technology (PHRST) Office.

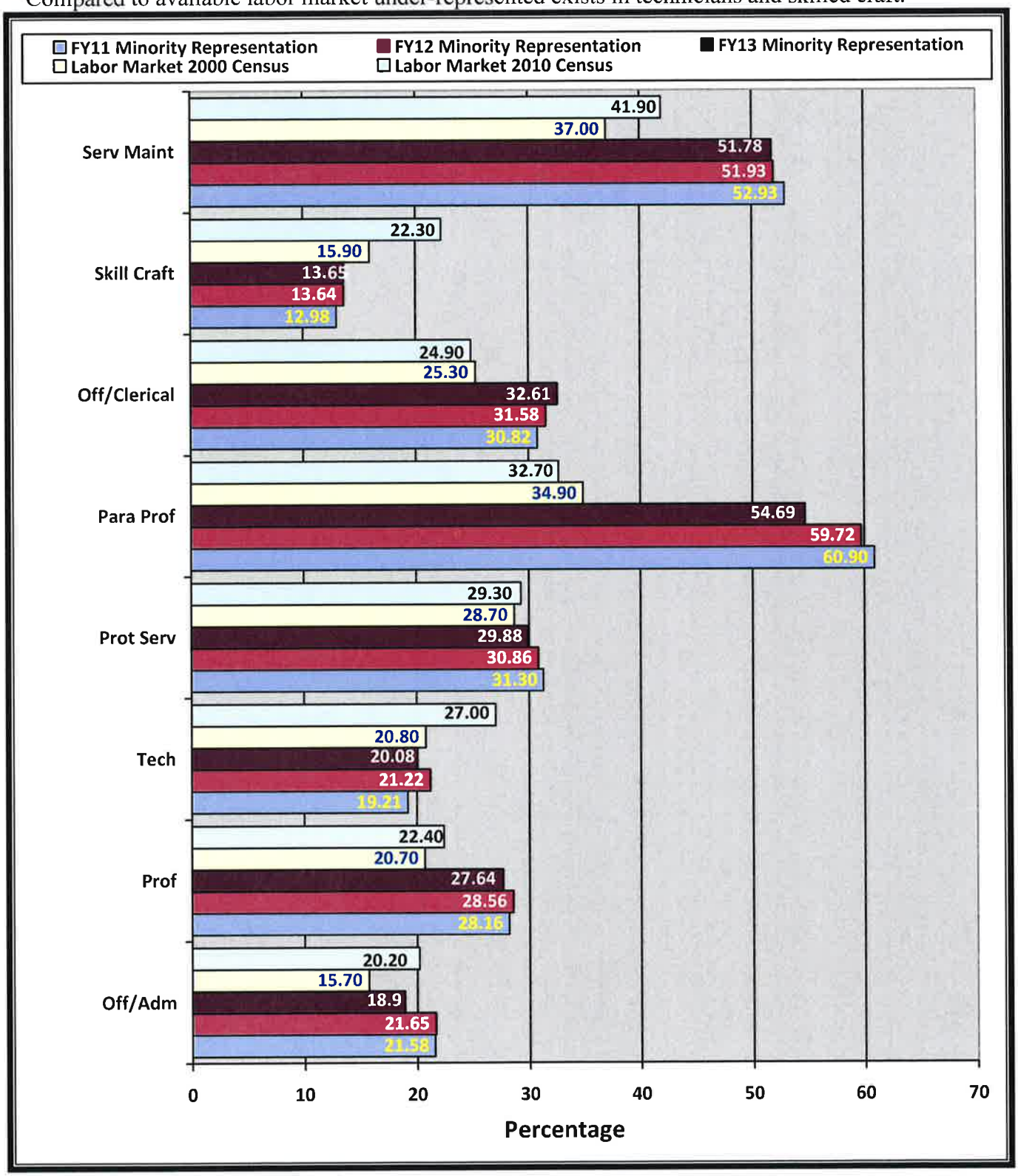
Employees by Occupation (EEO-4 Categories)

Excludes casual/seasonal, commission and board members.



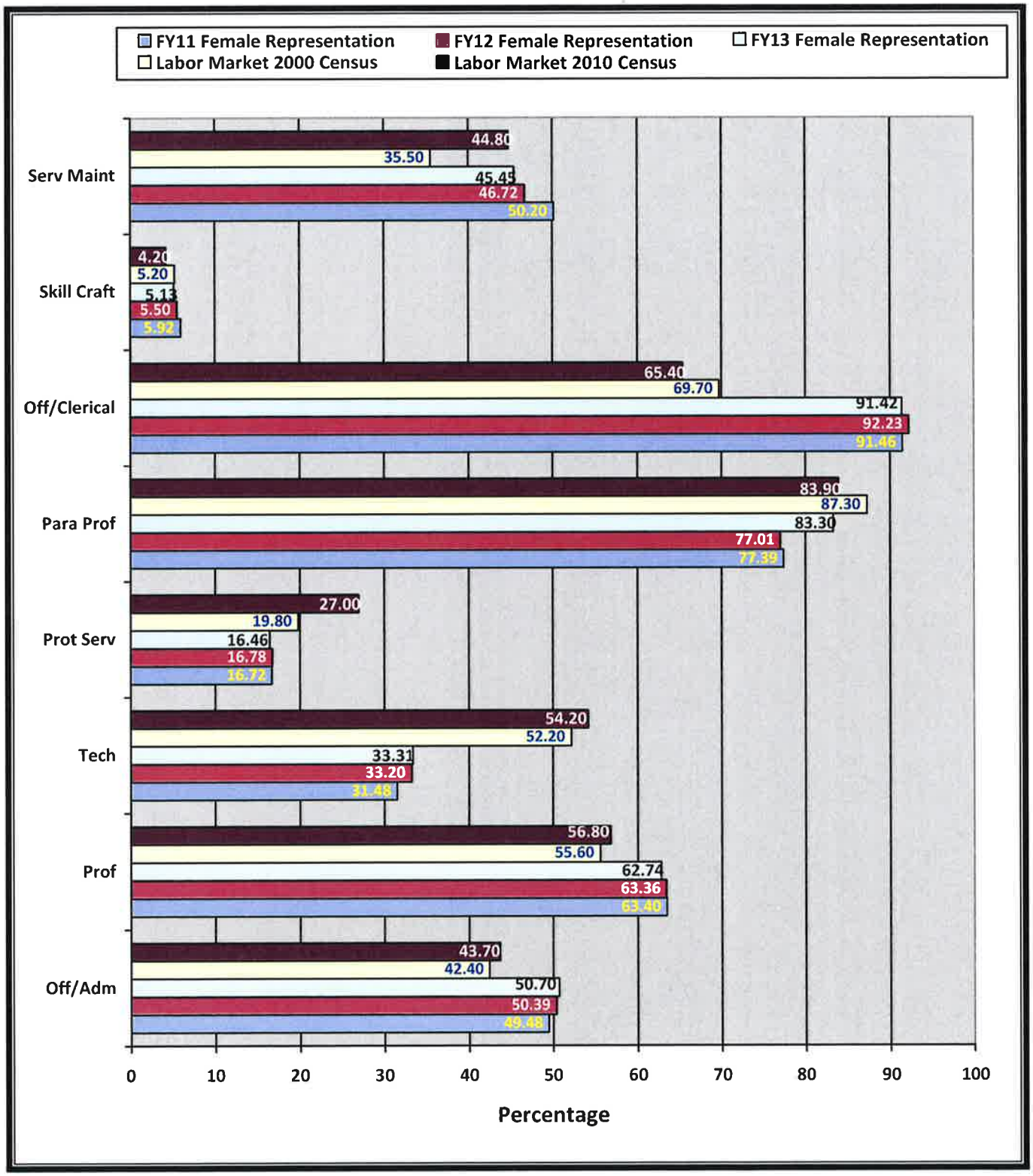
Minority Representation by EEO-4 Categories

Compared to available labor market under-represented exists in technicians and skilled craft.

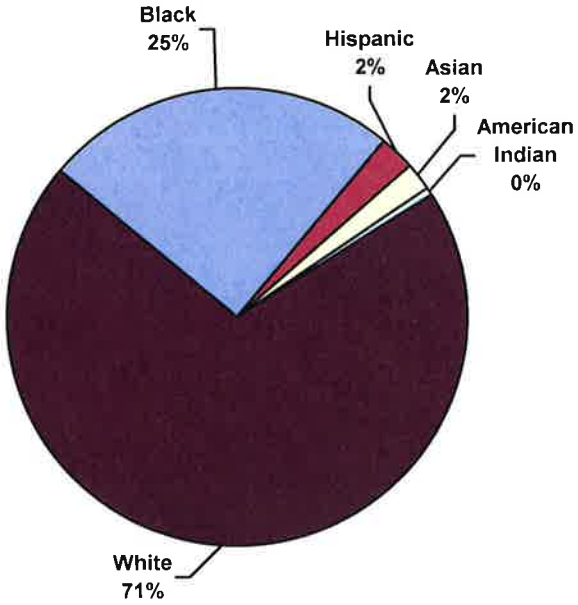


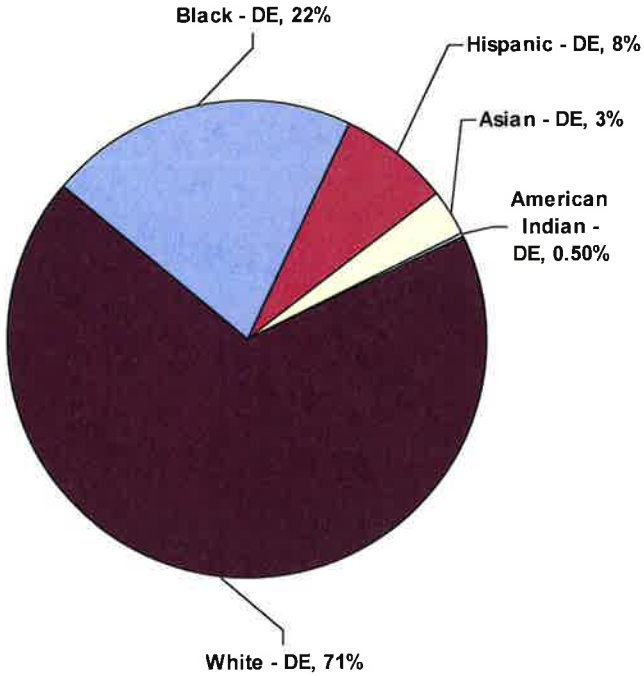
Female Representation by EEO-4 Categories

Compared to available labor market under-represented exists in Technicians, Protective Services and Para Professionals.

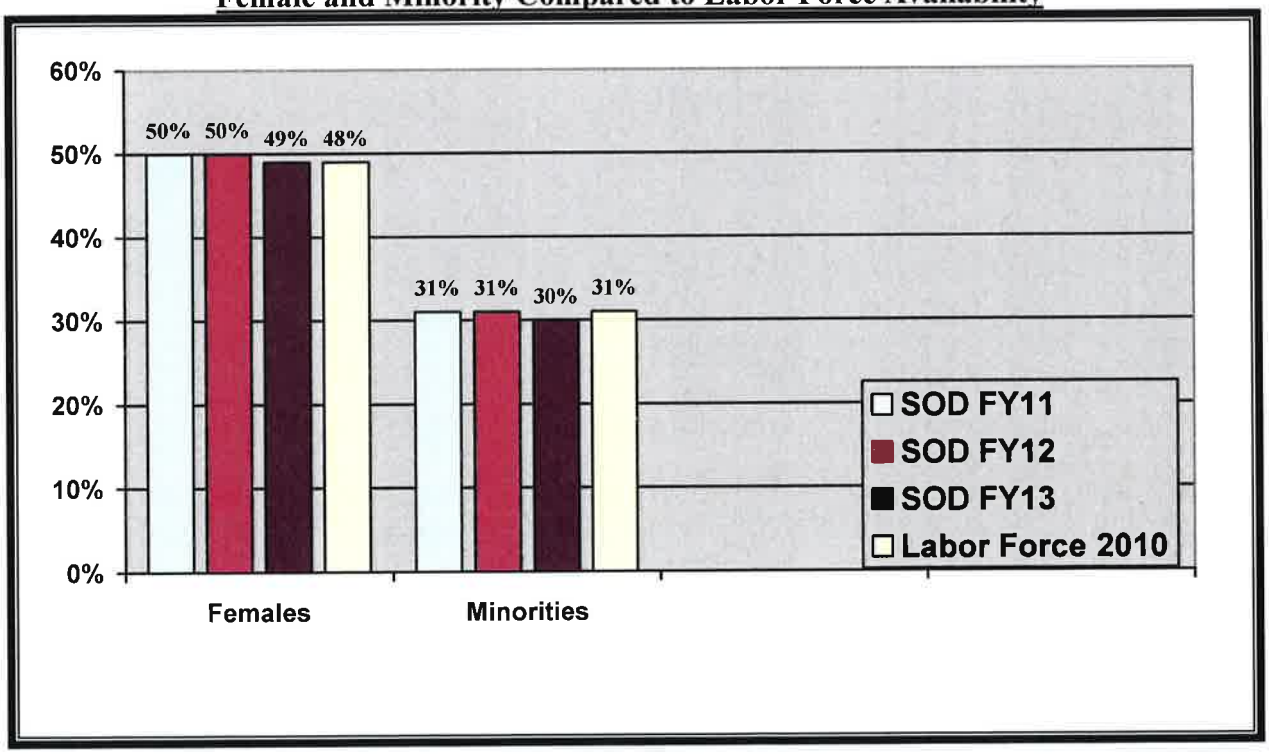


FY2013 Employees by Race Compared to Overall Population for Delaware





Female and Minority Compared to Labor Force Availability



SUMMARY OF STATISTICS

Overall, the Executive Branch employment statistics meet labor market parity for Female and Minority employees. On an individual agency basis, as demonstrated in the body of this report, several Executive Branch Agencies are experiencing chronic under-representation in individual labor market categories in Female and/or Minority employment. It is the GCEEO's goals in the coming year to further define chronic under-representation with specific recommendations for moving towards increased parity for the aforesaid categories. The recommendation will request that the OMB undertake that process.

INTRODUCTION

The Council continues its mission and objectives under the direction of Governor Jack Markell's Executive Order 8, which includes a declaration that the work atmosphere in executive branch agencies shall be one that fosters mutual respect and understanding among persons of different gender, race, color, religion, national origin, age, marital status, disability, sexual orientation, gender identity or expression, or military or veteran status. The order provides directives to all executive branch agencies to pursue diligently the recruitment and promotion of qualified women and minorities and "to vigilantly comply with the laws prohibiting discrimination in employment." The order continues the Governor's Council on Equal Employment Opportunity.

BACKGROUND

Pursuant to Executive Order 8, the Council has been charged with providing advice and recommendations annually to the Director of Human Resource Management and the Governor on how to execute recruiting, hiring, and promoting qualified women and minorities, while ensuring equal employment opportunities for all Delawareans. This is the Council's eleventh annual report.

ACTIONS OF THE ADMINISTRATION

Executive Order Number 8

1. Reaffirms the State's commitment to equal employment opportunity;
2. Sets forth parameters for the work atmosphere;
3. Continues the Governor's Council on Equal Employment Opportunity;
4. Maintains Human Resource Management's role as the central management agency for equal opportunity, affirmative action and diversity matters;
5. Requires recruitment of a diverse workforce;
6. Requires each agency head to maintain an affirmative action plan;
7. Holds agencies accountable for compliance.

HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) continues to provide training services, facilitate agency organizational development, develop policy and guidelines for management accountability, and update the minority resource list for selection interview panels.

HRM works closely with PHRST to manage a central data system for planning, monitoring, and evaluating EEO/AA statistics within executive branch agencies.

Human Resource Management's statewide recruiter coordinates with state agencies regarding specific recruitment needs and markets state government as an employer of choice. The Delaware Employment Link (DEL) delivers a faster, consistent and reliable hiring process for the State of Delaware.

HRM continues to offer training statewide in the areas of diversity and career development and mentoring. In addition to the EEO and diversity training, HRM is now offering on-line training to managers and supervisors for sexual harassment prevention.

HRM provides comprehensive Americans with Disabilities Act Accommodation Guidelines and continues to maintain and promote the Selective Placement Program for employing people with disabilities.

THE EXECUTIVE BRANCH AGENCY REVIEWS

In accordance with Executive Order 8, the GCEEO established an Executive Branch agency review schedule for this reporting period. During FY2011 and FY2012, seven agencies were requested to appear before the Council for an in-depth consideration of recruiting, promotion, and retention processes. Each council member thoroughly reviewed and contributed to the feedback on each agency contained in this report.

The Council reviewed the following agencies:

1. Department of Health and Social Services
2. Department of Labor
3. Department of Technology and Information
4. Department of Natural Resources and Environmental Control
5. Department of Safety and Homeland Security
6. Delaware State Police
7. Delaware State Housing Authority
8. Department of Correction
9. Delaware National Guard
10. Department of Education
11. Office of Management and Budget

Department of Health and Social Services (DHSS)

The Department provided a thorough overview of the agency including the various divisions and mission on December 15, 2011. The Department includes 12 divisions of distinct nature and employs over 4,400 full-time employees making their EEO work very significant. At the time of the review, it was explained that each Division has its own diversity activities and practices in a large part due to the size of the department. The GCEEO strongly encouraged the sharing of best practices among all divisions and to replicate best practices department wide where possible. At the time of the review, DHSS was working on an employee diversity/climate survey. The GCEEO remains interested in results and action taken in accordance with these survey results.

As of June 30, 2012, DHSS had a total of 3,832 employees. There are 2,881 total female employees and 1,746 minority employees within DHSS. DHSS should be commended for

maintaining parity for minorities in all EEO-4 categories and seven out of eight EEO-4 categories for females.

GCEEO Findings
(Summary of Recommendations)

- Consistent use of diverse interview panels for all pay grades.
- Partner with other agencies or organizations that are holding job fairs and make every attempt to participate.
- Formalize the exit interview process to ensure greater response rate, analyze feedback, and follow–up on trends with a plan of action.
- Survey employees for diversity/climate satisfaction.
- Conduct diversity training at least every two years and track the level of employee participation.
- Encourage sharing best practices among all divisions within DHSS, and we would like updates in the area.

Department of Labor (DOL)

The Department was reviewed by the GCEEO on November 17, 2011 and was pleased to learn more about the Successful Supervisors and Leaders Program and courses that are offered to all employees including Directors, Deputy Directors and senior management. The Department was commended for training employees on the DISC Personal Profile System and how the training is used to create a more integrated workplace. The Council was also pleased to learn they are using diverse interview panels for all levels.

As of June 30, 2012, DOL had a total 435 employees. There are 324 total female employees and 149 minority employees within DOL. DOL should be commended for maintaining parity for females in all EEO-4 categories and five out of eight EEO-4 categories for minorities.

GCEEO Findings
(Summary of Recommendations)

- Resume surveying employees for diversity/climate satisfaction.
- Conduct diversity training at least every two years for all employees and track the level of employee participation.
- Develop a formal recruitment plan along with metrics to continue to reach out to the communities you serve in order to continue to maintain/achieve parity.

Department of Technology and Information (DTI)

The Department was reviewed by the GCEEO on November 17, 2011 and provided a thorough overview of sections and the Department's reorganization in 2001. The Council was pleased to learn about their best practices such as DigiGirlz Camp, Shadow Day, Job Rotation Program, and strategic advertising of summer internship opportunities. DTI appears to have many initiatives that contribute to a diverse organizational culture. Their emphasis on working to educate young women of opportunities in the technology field is notable. The Council was impressed to see

DTI did not issue any disciplinary actions and wanted more information on what they felt were best practices as it relates to maintaining a zero discipline statistic.

As of June 30, 2012, DTI had a total 228 employees. There are 90 total female employees and 61 minority employees within DTI. DTI should be commended for maintaining parity in four out of five EEO-4 categories for minorities. However, parity is lacking in all categories for females with the exceptions of Office and Clerical and Service Maintenance.

GCEEO Findings
(Summary of Recommendations)

- Explore the use of social media to increase public awareness while targeting students and minorities to build a pipeline. The Council is interested in metrics, along with initiatives that are underway or to be developed.
- Develop a formal recruitment plan targeting under-represented areas. Develop metrics to determine effectiveness of recruitment strategies and potential gaps.
- Formalize and further explore the exit interview process to ensure greater response rate, analyze feedback, and follow-up on trends with a plan of action.
- Provide summary results of employee surveys for diversity/climate satisfaction and intended next steps.
- Provide information on attendance and follow-up with participants from job fairs.

Department of Natural Resources and Environmental Control (DNREC)

The Department provided a thorough review of their agency and recent restructure on December 15, 2011. They were commended for using diverse interview panels for all levels and establishing a Values Team designed to provide opportunities in employment for women and minorities to succeed.

As of June 30, 2012, DNREC had a total 720 employees. There are 290 total female employees and 80 minority employees within DNREC. Parity is lacking in all categories for minorities and all categories for females with the exception of Office and Clerical.

GCEEO Findings
(Summary of Recommendations)

- Formalize the exit interview process to ensure greater response rate, analyze feedback, and follow–up on trends with a plan of action.
- Explore the use of social media to increase public awareness while targeting students and minorities to build a pipeline.
- Consult with HRM Statewide Recruiter to analyze your applicant demographic data as you continue to work toward full parity and assist with determining root cause factors.
- Develop a formal recruitment plan targeting under-represented areas. Develop metrics to determine effectiveness and potential gaps.
- Survey employees for diversity/climate satisfaction.

- The Council was pleased to learn about the upgrade of the Respectful Workplace Behavior training. We would like to ensure expansion on the diversity component and know how frequently it's conducted.

Department of Safety and Homeland Security (DSHS)

The Department was reviewed by the GCEEO on April 25, 2013. As of June 30, 2012, DSHS had a total 196 employees. There are 54 total female employees and 49 minority employees within DSHS. DSHS is underrepresented by minorities in six out of eight EEO-4 categories and underrepresented by females in five out of eight EEO-4 categories.

GCEEO Findings
(Summary of Recommendations)

The Council is interested in determining key areas in the recruitment and hiring process in which there may be opportunities to further diversify recruitment efforts. Considering the agency's longstanding under-representation of minorities and females, the Council will be engaging a consultant in the affirmative action field to analyze the data collected and assist with formulating recommendations.

Delaware State Police (DSP)

The State Police were reviewed by the GCEEO on March 21, 2013 and April 25, 2013 and as of June 30, 2012, DSP had a total 915 employees. There are 211 total female employees and 127 minority employees within DSP. DSP is underrepresented by minorities in all EEO-4 categories six out of eight categories for females.

GCEEO Findings
(Summary of Recommendations)

The Council is interested in determining key areas in the recruitment and hiring process in which there may be opportunities to further diversify recruitment efforts. Considering the agency's longstanding under-representation of minorities and females, the Council will be engaging a consultant in the affirmative action field to analyze the data collected and assist with formulating recommendations.

Delaware State Housing Authority (DSHA)

The Department was reviewed by the GCEEO on November 15, 2012 and provided a thorough overview of their agency structure that included a breakdown of merit positions as well as non-merit positions. The Department was commended for creating a culture of inclusion through providing ADA accommodations and hiring and supporting people with disabilities.

As of June 30, 2012, DSHA had a total 132 employees. There are 85 total female employees and 37 minority employees within DSHA.

GCEEO Findings
(Summary of Recommendations)

- The Council was pleased that hiring managers receive interview training that includes a diversity component and recommends that all interview panels are diverse for all positions and that all hiring managers receive the training.

- Develop metrics for succession planning to include areas of under-representation by minority and/or females.
- Establish internships with technical schools and diversify media sources used for recruitment.
- The Council commended the Department for the 50% response rate to their employee satisfaction survey and is interested in steps taken based on results obtained.
- Provide more information on the staff-mentoring program and recruitment efforts from local colleges and public housing consumers.

Department of Transportation (DELDOT) Though DelDOT was not formally reviewed in 2011- 2012, the Council previously requested the Department of Transportation provide a mid-year update on the recommendations that were provided from their formal review on November 18, 2010. These recommendations were to focus efforts around recruitment and retention of minority and female representation and to address longstanding under-representation.

DelDOT provided a response to the Council on December 1, 2011 that outlined the progress made as outlined below.

- Requiring interview panels, regardless of paygrade, to include a diverse interview panel.
- New employees are required to attend diversity training and a goal was set to train a minimum of 850 current employees in the area of Respectful Behavior in the Workplace by FY2012 and the remaining will be trained in FY2013.
- All performance plans now include the Departments commitment to Executive Order 8.
- Created partnerships with Delaware School District Superintendents expressing interest in school career days and conducting outreach to expose students to the transportation industry.
- Several new job fairs were attended with a focus on historically black colleges and universities.
- Created a partnership with the Employer Support of the Guard and Reserve that represents veterans from all branches for recruitment opportunities.
- Utilizing various social media avenues to advertise vacancies as well as creating a YouTube video for recruiting engineers.
- Exploring and engaging in continued opportunities with the Forum to Advance Minorities in Engineering (FAME) program through the University of Delaware.
- Researching how to effectively implement a climate satisfaction survey in cooperation with the Office of Management and Budget, Human Resource Management Office.
- Tracking complaints and disciplinary actions to review for trends where appropriate follow-up action needs to occur.

The Council provided a follow-up to DelDOT's extensive midyear report and had several follow-up questions for the Department. The Council also recommended that the Department develop a formal recruitment plan and track strategies presented in their report to demonstrate potential for meaningful results. The Council was pleased with the community outreach and partnerships made and felt this will improve parity when combined with the formal recruitment plan. The Council recommended DelDOT reviews the interviewing process to be certain panel members are trained on human resource best practices.

Department of Correction (DOC)
The Department was reviewed by the GCEEO on December 19, 2013 and provided a thorough overview of their four diverse Bureaus. The Department was commended for transforming their organizational culture through creating a climate of trust and enhancements to the communication process.

As of June 30, 2013, DOC had a total 2,458 employees. There are 727 total female employees and 859 minority employees within DOC.

GCEEO Findings
(Summary of Recommendations)
Even though DOC continues to be under-represented by minorities and females in 5 out of 8 EEO-4 categories, an action plan has been developed (which includes outreach to neighboring correctional agencies) and progress has already been made in the hiring process.

- Are there barriers for female probation and parole supervisors when moving up in the career ladder series? Why aren't females testing for leadership positions?
- Provide an update on the review of exams and how this will affect the hiring of minorities and females.
- Provide an update on how other states (Maryland specifically mentioned) are doing better at attracting and hiring diverse candidates.
- At what level of the hiring practice are applicants dropping out? Track specifically for minorities and females.
- Report on veterans being hired into correctional officer positions.
- Recommend surveying employees and incorporating feedback into the strategic plans.

Delaware National Guard (DNG)
The Department was reviewed by the GCEEO on December 19, 2013 and provided a thorough overview of their agency structure that included a breakdown of their Army, Air Force, Full-time employees, and State employees. The Department was commended for their extensive commitment and service provided to Delaware. This includes programs such as mentoring and partnerships with the community that builds a strong and diverse workforce for DNG.

As of June 30, 2013, DNG had a total 106 State employees. There are 12 total female employees and 11 minority employees within DOC. The Council was appreciated of DNG continuing to share its overall EEO/diversity reports beyond the scope of EO 8 in order to present a complete picture of the organizational structure and diversity with the entire organization.

GCEEO Findings
(Summary of Recommendations)
- For future recruitment, it is believed important to make a positive impression among women and individuals who are categorized as minority group members and continue to establish relationships within diverse communities.
- Continue to pursue completion of in-person exit surveys to the extent possible. The Council would also like to learn more about promotions and internal efforts to increase diversity in this manner.

Department of Education (DOE)

The Department was reviewed by the GCEEO on January 16, 2014 and provided a thorough overview of their Department. The Department was commended for developing and implementing guiding behaviors and diversity goals to transform their organizational culture. These guidelines are being used to build a new employee recognition program and interview questions have been developed to ensure management accountability.

As of June 30, 2013, DOE had a total 256 non-merit employees. There are 167 total female employees and 50 minority employees within DOE.

GCEEO Findings
(Summary of Recommendations)

- Follow-up with the Office of Management and Budget, HRM EEO Office to determine the best way to compare DOE workforce statistics to the labor market. Once determined, an updated EEO-5 status report should be provided to the Council.
- Provide an update on the development of the on-line employee orientation tool, specifically the diversity module. The Council also requests additional information on the employee satisfaction survey results, trends noted and actions taken as a result of the findings.

Office of Management and Budget (OMB)

The Department was reviewed by the GCEEO on November 21, 2013 and explained in detail the distinct nature of all six divisions, the Office of the Director and the complexity of your organization. OMB has many best practices in the areas of employee recognition and transforming the organizational culture that could be shared with other agencies. The Council was pleased OMB trained all employees in Mauritius and is developing a strategic training plan for managers and supervisors which will cover areas of diversity.

As of June 30, 2013, OMB had a total 388 employees. There are 227 total female employees and 73 minority employees within OMB. Under-represented exists in 6 out of 8 EEO-4 categories for minorities and 3 out of 8 categories for females.

GCEEO Findings
(Summary of Recommendations)

- Provide an update on the actual number of volunteers with disabilities that are hired into full-time positions.
- Provide an update on the status of the workforce planning initiative including action steps.
- The Council also wants to emphasize the importance of the information that should be collected from in person exit interviews to learn more about the climate of the organization. What trends are being identified and action steps being taken by OMB as a result of information gained from exit interviews?
- Provide steps taken in the area of recruitment for under-represented EEO-4 categories. For example, are there relationships being built with diverse organizations? Is there recruitment planning with specific steps identified?

- Provide additional information pertaining to your agency's climate and diversity survey project (participation rate, information pertaining to comments and overall climate, and steps the agency plans to take to address areas identified as priority areas through the survey results).
- Have any interning opportunities resulted in the individuals successfully completing for permanent positions?
- The Council would like to be kept abreast of action steps to further educate hiring panels in the area of diversity and cultural competency as well as training for new and existing hires in these areas.

CONCLUSION

The Governor's Council has been charged with providing advice and recommendations on how to execute recruiting, hiring, and promoting qualified women and minorities, while ensuring equal employment opportunities. Through the commitment of the Chairman and the Council, efforts around EEO/AA and diversity within Executive Branch agencies continue to be reenergized. The Council will be vigilant in assisting agencies in complying with the laws prohibiting discrimination in employment.

In conclusion, it is the belief of the GCEEO that diversity needs to be defined broadly and should encompass a wide range of initiatives that meet the changing needs of our workforce and customers. Agency heads, directors, managers, and employees should take active roles in implementing these diversity processes which, in order to succeed, should be fully aligned with core organizational goals and objectives. "Diversity is an essential component of any civil society. It is more than a moral imperative; it is a global necessity. Everyone can benefit from diversity, and diverse populations need to be supported so they can reach their full potential for themselves and their communities." American Library Association Traditional Cultural Expression Task Force, 2010.

Over the course of the next Affirmative Action reporting period additional critical factors to the success of diversity within an organization will be further explored through study, analysis and evaluation with the assistance of an Affirmative Action expert/consultant. The Council will be further evaluating best practices as they relate to leadership and management commitment, employee involvement, strategic planning, diversity indicators, accountability, measurement and evaluation, and linkage to organizations goals and objectives.

It is expected that as a result of this process the GCEEO will generate further recommendations to contribute to a diverse state government both individually and globally to Executive Branch agencies. In addition, it is anticipated that a custom rating system will be developed and implemented for agencies demonstrating a strong diverse workforce through best practices and such system will also provide indicators for agencies in need of improvement along with discrete recommendations. The recommendations will be generated in part from a thorough review of the diversity of an organization over an extended period of time, and whether there appear to be long-term consistent indicators demonstrating a historical lack of diversity.

"When aligned with organizational objectives, diversity can be a powerful contributor to the organization's competitive advantage". Dr. Edward E. Hubbard, Author, *Measuring Diversity Results*