

**Cornell Cooperative Extension
(CCE) of Madison County
Affirmative Action, Diversity
and Inclusion Plan**

January 1, 2017 – December 31, 2017

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PROLOGUE

Cornell Cooperative Extension Director's Statement of Commitment to Diversity

Cornell Cooperative Extension (CCE) has a strong, ongoing commitment to diversity and inclusion in our work to serve an increasingly diverse New York State population. We affirm and recognize the importance of robust diversity and inclusion strategies that move beyond tolerance and compliance to create a climate in which all feel welcome and valued. We embrace the distinct talents, contributions, and gifts that can be leveraged through a climate of inclusion which enriches our organization. We value the ongoing promotion of a culture of equity, dignity, and respect across all facets and intersections of human diversity to create a supportive and challenging environment that maximizes creativity, innovation, and success.

Cornell Cooperative Extension is committed to creating and sustaining a climate of engagement and participation for all through strategic and regulatory practices that ensure: 1) equal opportunity for all staff and volunteers; 2) the elimination of discrimination based on federal, state and local protected statuses such as race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status and individuals with disabilities; and 3) the values of diversity and inclusiveness in employment and in educational programs. Employment and educational opportunities are accessible and provided to all persons. CCE believes affirmative action policies are an effective means of aiding groups that have been historically marginalized and excluded from equal access to opportunity.

We fully recognize that an emphasis on diversity and inclusion in CCE's strategic planning makes good business sense that will yield a more adaptable, productive, and innovative organization to meet the changing needs of our evolving communities. Achieving and sustaining diversity and inclusion is, therefore, an active process that requires our continuous focus and dedication. Cornell Cooperative Extension administration and association executive directors lead CCE's efforts to create a more diverse and inclusive organization statewide among staff, volunteers, and program participants.

I am personally committed to supporting our comprehensive Affirmative Action, Diversity and Inclusion Plan that addresses compliance as the firm foundation for building a more diverse and inclusive organization and goes beyond to support organizational development and sustained culture change. I invite all members of the extension community to join me by reaffirming your individual support for all CCE's diversity and inclusion efforts.

Chris Watkins
Director, Cornell Cooperative Extension

Statement of Commitment to Affirmative Action, Diversity and Inclusion from the Executive Director of the Cornell Cooperative Extension Association of Madison County

The Cornell Cooperative Extension (CCE) Association of Madison County has a strong, ongoing commitment to equal opportunity and affirmative action in the development of its policies, programs, procedures and practices through its affiliation with Cornell University and as a part of the national extension system. Specifically, the Cornell Cooperative Extension Association of MADISON County is committed to 1) equal opportunity for all staff and volunteers; 2) the elimination of discrimination based on federal, state and local protected statuses such as race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status and individuals with disabilities; and 3) the values of diversity and inclusiveness in employment and in educational programs. Employment and educational opportunities are accessible and provided to all persons. CCE believes affirmative action policies are an effective means of aiding groups that have been historically marginalized and excluded from equal access to opportunity.

We work with Cornell Cooperative Extension administration to create a more diverse and inclusive organization statewide among staff, volunteers, and program participants. We fully recognize that an emphasis on diversity and inclusion in CCE's strategic planning makes good business sense that will yield a more adaptable, productive, and innovative organization to meet the changing needs of our evolving communities. To that end, this Affirmative Action, Diversity and Inclusion Plan addresses compliance as the firm foundation for building a more diverse and inclusive organization and goes beyond to support organizational development and sustained culture change.

I am personally committed to leading an assertive and effective affirmative action policy in Cornell Cooperative Extension of Madison County and expect all staff and volunteers to contribute to our organization's diversity and inclusion efforts.

Executive Director
Cornell Cooperative Extension of Madison County

INTRODUCTION

Overview of Cornell Cooperative Extension (CCE) Associations and the Cornell Cooperative Extension System

Cornell University is both privately endowed and the public land-grant institution of New York State with a broad mission of teaching, research, and outreach and a proud motto of “any person...any study” that dates back to its founding. As New York’s land-grant university, Cornell enters into formal agreements with the federal government to provide and administer extension work. New York State County Law 224 authorizes the establishment of Cornell Cooperative Extension (CCE) Associations as subordinate governmental agencies, local or regional unincorporated organizations of citizens of the counties that operate under memoranda of agreement with Cornell University. Fundamental to Cornell Cooperative Extension Associations is the powerful idea that individuals and communities should be a part of decisions about educational programming that will affect them and that a high degree of local involvement can inform the public work of the university and be vital partners in fulfilling Cornell’s mission. Cornell Cooperative Extension operates on the Cornell campus through the leadership of faculty and staff primarily in the Colleges of Agriculture and Life Sciences and Human Ecology with contributions from the College of Veterinary Medicine.

The Cornell Cooperative Extension system was one of the founding members of a national extension diversity project, Change Agent States for Diversity (CASD), to build the capacity of the Land-Grant university system to function more inclusively and effectively in a multicultural world. Since its inception, the CASD project has evolved into a consortium of 20 land-grant institutions in sixteen states bringing the needed technical skills and training to each of the member states. Through this multi-state collaborative approach, the consortium has developed successful models and systemic change strategies to support greater diversity and welcoming workplace climates throughout the Land-Grant system.

The CASD project and resulting Change Agent States (CAS) served as a springboard for much of CCE’s work in the areas of diversity and inclusion. Among the initiatives undertaken through the work of the CASD and CAS are organizational diversity climate assessments conducted periodically since 2002. These assessments provided much needed baseline information regarding the climate for diversity and inclusion at CCE. Professional development workshops and presentations were developed based on the findings of these assessments. Additionally, the CASD project prompted the creation of a multifaceted Diversity Catalyst Team (DCT), which served as a state level work-group for coordinating and implementing organizational change on diversity. The work initiated by the DCT is currently being led by the CCE Organizational Development and Accountability Team with input and feedback from CCE Extension Administration Human Resources.

Components of the CCE Association Affirmative Action, Diversity and Inclusion Plan

This Affirmative Action, Diversity and Inclusion Plan (AADIP) covers the Cornell Cooperative Extension (CCE) Association of Madison County for employment and program activity between January 1, 2017 and December 31, 2017. It is based on the guidelines set forth by Executive Order 11246, as amended; Title 41 Code of Federal Regulations (CFR) Section 60-300 (Vietnam Era Veterans Readjustment Assistance Act of 1974); Title 41 CFR Section 60 – 741 (Section 503 of the Rehabilitation Act of 1973); federal and local anti-discrimination laws; and association policies. Although the basis of this plan is formed by the CCE Association’s obligations under the regulations stated above, the intent is to provide additional guidance above and beyond these obligations.

Affirmative action requirements and guidelines as set per 41 CFR Chapter 60 for specified recipients of federal dollars are the underlying basis of much of this document, but the CCE Affirmative Action, Diversity and Inclusion Plan is designed to be a long-term framework for meeting our affirmative action obligations and for creating a sustained commitment to diversity and inclusion. According to 60-2.10 of 41 CFR Chapter 60, “an affirmative action program is a management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent discrimination, over time a workforce will reflect the gender, racial and ethnic profile of the labor pools from which the [employer] recruits and selects.” CCE’s Affirmative Action, Diversity and Inclusion Plan refers to the Netter Principles (see Appendix B) as a framework for building broad-based organizational inclusion which produces a workforce and programs relevant to our diverse communities.

Following is the CCE Association Affirmative Action, Diversity and Inclusion Compliance Review Checklist, due annually as part of each CCE Association’s partnership with Cornell and CCE Administration. The CCE Association uses this internal checklist as a baseline for diversity and inclusion and utilizes the Netter Principles as a framework for building broader organizational diversity and inclusion. Together these documents guide Cornell Cooperative Extension in creating a workforce and programs relevant to our diverse communities and making CCE an employer and community resource of choice.

CCE AFFIRMATIVE ACTION, DIVERSITY AND INCLUSION COMPLIANCE REVIEW CHECKLIST

Cornell Cooperative Extension of Madison County

Basics for Civil Rights and Human Resources

Legal Compliance

The Association Executive Director, Elizabeth Crofut, is accountable for Equal Employment Opportunity/Equal Program Opportunity (EEO/EPO) in the association and is responsible for compliance including the items in the following checklist:

1. Nondiscrimination statements and gender-neutral language is used in all communications to the public (Civil Rights, Title IX).

Cornell Cooperative Extension's complete EEO/EPO statement used in all official CCE documents is: *"Cornell Cooperative Extension actively supports equal educational and employment opportunities. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veterans and individuals with disabilities. Cornell Cooperative Extension is committed to the maintenance of affirmative action programs that will assure the continuation of such equality of opportunity."*

The short version, *"Cornell Cooperative Extension is an employer and educator recognized for valuing AA/EEO, Protected Veterans, and Individuals with Disabilities."* may be used on brochures, posters and letterhead. (County offices may continue to use a variation of the short version on their postage letterhead and other county-specific items -- *"Cornell Cooperative Extension in Madison County provides equal program and employment opportunities."*)

Any Extension printed publications must contain the following: *"Cornell Cooperative Extension (optional: in Madison County) provides equal program and employment opportunities."*

2. Legally required office postings. Posters must be on display and may be downloaded by clicking on the links below or requested as indicated. If unable to download any posters, contact Human Resources at cce.humanresources@cornell.edu.

Cornell Cooperative Extension – [CCE Equal Opportunity Policy Statement](#)

- Notice of Compliance, Workers' Compensation Law (C-105) – Contact Karen Supek at P.W. Wood Insurance (607/266-3303) to request from the State Insurance Fund office.
- You Have a Right To Know (toxic substances at your worksite)
https://www.health.ny.gov/environmental/workplace/right_to_know/docs/rtk.pdf
- "Equal Employment Opportunity is the Law" (EEOC-P/E-1) –
<http://www.dol.gov/ofccp/regs/compliance/posters/ofccpost.htm>
- Unemployment – New York State Department of Labor, Unemployment Insurance Division – Contact Debbie Hague, HR One at dhague@peopletopayroll.com or 315/463-0004, Ext 303. "Original" posters must be posted at each association site. If you have multiple sites, please include the number of sites in your requests for this poster.
- Minimum Wage –
 - Federal – Employee Rights Under the Fair Labor Standards Act
<http://www.dol.gov/whd/regs/compliance/posters/flsa.htm>
 - New York State – effective December 31, 2016. Poster can be downloaded at:
<https://www.labor.ny.gov/formsdocs/wp/LS207.pdf>
- State of New York, Division of Human Rights (Discrimination based on Age, Race, Creed, Color, National Origin, Sexual Orientation, Military Status, Sex, Disability, Domestic Violence Victim Status, or Marital Status is prohibited by the New York State Human Rights Law). This poster can be printed from the following site:
<http://www.dhr.ny.gov/sites/default/files/doc/poster.pdf>
- "Your Rights under the Family and Medical Leave Act of 1993 - (U.S. Department of Labor) – <http://www.dol.gov/whd/regs/compliance/posters/fmlaen.pdf>
Spanish version - <http://www.dol.gov/whd/regs/compliance/posters/fmlasp.pdf>
- Job Safety and Health Protection (NYS Department of Labor)
<https://labor.ny.gov/formsdocs/wp/sh908.pdf> and Job Safety and Health – It's the Law (OSHA, US Department of Labor) [OSHA No. 3165](#) (pdf); Spanish version - [OSHA no. 3167](#) (pdf)
- No Smoking signs may be obtained from local vendors and must be permanently posted at entrances and in association-owned vehicles under the New York State Clean Indoor Air Act.
- NYS Election Regulation (Article 3, Section 3-110) regarding sufficient time off to vote <http://www.elections.ny.gov/NYSBOE/elections/AttentionEmployees.pdf>
This notice must be posted 10 days prior to state and national elections providing the requirements of the law regarding sufficient time off to employees to ensure that registered voters are able to vote.
- The Uniformed Services Employment and Reemployment Rights Act – updated 10/2008 http://www.dol.gov/vets/programs/userra/USERRA_Federal.pdf
- New York State Corrections Law –
<https://www.labor.ny.gov/formsdocs/wp/correction-law-article-23a.pdf>
Effective February 1, 2009, employers must post a copy of Article 23-A of the correction law relating to the employment of persons with a criminal conviction. The posting must be visually conspicuous in a location accessible to workers.
- "And Justice For All" – United States Department of Agriculture (Form AD-475A)
<http://www.fns.usda.gov/cr/and-justice-all-posters>

Must be posted in any space commonly accessed by the public (i.e., reception, meeting rooms).

- Right to Work – Department of Justice (Homeland Security) – Poster (pdf); Spanish version (pdf)
- US Department of Labor/Office of Labor-Management Standards – Executive Order 13496: Notification of Employee Rights Under Federal Labor Laws (“Notice of Employee Rights Under Federal Labor Laws” posters available in PDF in English, Spanish, Mandarin Chinese, Hmong, Laotian, Vietnamese)

Recommended office postings and resources:

- Sexual Harassment Policy 403 - http://staff.cce.cornell.edu/human_resources/Documents/Policies%20-%20Procedures/403.pdf

The posters need to be displayed in a common area, one in which everyone can easily see them. Suggested locations would be lunch or break rooms. If the association has more than one location, these posters must be displayed at each facility.

3. Program participant data (name, contact information, ethnicity, gender, and race) are continuously collected, maintained, and reported accurately for programs as part of the annual plan of work process and Federal Civil Rights compliance requirements. 4-H youth development enrollment data (name, ethnicity, gender, and race) are collected annually.

Program participation data must be collected for all programs, not just 4-H related events. This enables the extension association to monitor participation and improve the effectiveness of outreach efforts.

This information must be stored in a secure location and be used only for federal reporting, civil rights compliance, and developing mailing lists to promote programs.

4. Outreach lists are developed and used for
- a. recruiting staff and volunteers
 - b. marketing programs and resources

Mail/fax/email outreach lists include people, formal and non-formal organizations, newsletters, etc. that will reach under-represented groups in your community (could be churches, stores, clubs, schools, human rights groups, individuals with diverse contacts, colleges with diverse enrollment, etc.).

Job and volunteer recruitment announcements should include a statement such as “CCE is an equal opportunity employer and educator. Individuals who bring a diverse perspective and are supportive of diversity are strongly encouraged to apply”.

5. Accessibility information is on all program fliers/information.
“Please contact the Cornell Cooperative Extension of Madison County office if you have any special needs.”

6. A composite sketch of the board, committees, and subcommittees identifying ethnicity, gender, and racial data is on file in the unit/organization.

The purpose of gathering information about the people who attend programs, serve on the board and committees, and apply for jobs is to monitor diversity efforts and to be able to more easily detect areas of concern.

7. Individual responsibility for supporting diversity and inclusion is understood by all staff.

All staff members should be introduced to "CCE Association Skills for Success." Appropriate demonstrated behaviors are expected of all staff. All staff should view "Civil Rights Compliance Basics" available on the CCE staff site. All position descriptions must reflect a level of accountability for ensuring inclusion and must be on file.

8. Documentation (i.e., minutes, agenda) and attendance records are kept for staff meetings where diversity and harassment training and discussions occur.

9. Minutes of the Board's annual review of the Association Affirmative Action and Diversity Plan are on file.

10. All search committees discuss recruiting diverse talent and review legal search processes and document diversity recruitment efforts on official search file.

The person accountable for Human Resources in the association is Elizabeth Crofut.

11. Association policies are updated, adopted and distributed. Supervisors are aware of the procedural guidelines web page.
Policy templates are at:
http://staff.cce.cornell.edu/human_resources/Pages/AssociationPolicyManualTemplate.aspx
Procedural guidelines are at:
http://staff.cce.cornell.edu/human_resources/Pages/Proceduresindex.aspx
12. All positions are aligned to the enhanced classification structure and receive applicable approval by Extension Administration HR team.
13. The association sets and adheres to a compensation strategy compliant with federal, state, and local laws and approved annually by the association Board of Directors.
http://staff.cce.cornell.edu/human_resources/Pages/Compensation.aspx
14. All positions must meet the performance review requirement and the Executive Director position must maintain a current conferral of title extended by the Director of Cornell Cooperative Extension
http://staff.cce.cornell.edu/human_resources/Documents/Policies%20-

%20Procedures/316.pdf

15. Complete search files are kept 3 years and include Affirmative Action Summary and all documentation. See CCE Staffing Toolkit at:
http://staff.cce.cornell.edu/human_resources/Pages/StaffingToolkit.aspx

16. Performance Reviews, including an emphasis on diversity and inclusion, are conducted annually and are on file for all staff.
http://staff.cce.cornell.edu/human_resources/Pages/311proc.aspx

17. All new staff participate in an orientation process.

18. Official personnel files are up to date, include proper documents, and follow the required retention regulations.
http://staff.cce.cornell.edu/human_resources/Documents/Policies%20-%20Procedures/309.pdf

19. The association is in compliance with all FLSA and state wage hour laws (exempt status, overtime, meal breaks, work time, etc.)
http://staff.cce.cornell.edu/human_resources/Documents/Policies%20-%20Procedures/302.pdf


Executive Director Signature


Board President Signature

3/30/2017
Date

ESTABLISHED FOUNDATION FOR DIVERSITY AND INCLUSION

Effective and successful diversity and inclusion initiatives begin with effective ongoing equal opportunity and affirmative action programs to ensure equal access to opportunity in employment and programs. These equal opportunity practices are based on obligations created under federal regulations and the New York State Human Rights Law.

The CCE association's equal opportunity statement is: *Cornell Cooperative Extension actively supports equal educational and employment opportunities. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status and individuals with disabilities. Cornell Cooperative Extension is committed to the maintenance of affirmative action programs that will assure the continuation of such equality of opportunity pursuant to 41 CFR 60-2.10(a)(3), 41 CFR 60-300.44, and 41 CFR 60-741.44, the policy is set forth below:*

In accordance with all federal and state statutes, regulations, and executive orders, CCE of Madison County (hereafter referred to as "the association") is committed to: 1) equal opportunity for all staff and volunteers; 2) the elimination of discrimination based on federal, state, and local protected statutes; and 3) the values of diversity and inclusion in employment and in educational programs. Thus, the association agrees that no person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status and individuals with disabilities. The association is also committed to affirmative action in the development of policies, programs, procedures and practices that will assure the continuation of such equality of opportunity and promote the inclusion of underrepresented groups in all levels of employment, responsibility, and authority throughout the organization, representative of their availability in the relevant labor markets. In addition, the association will work to ensure program expansion to under-represented audiences. To achieve these goals, all the association administrators and supervisory staff will carry out their responsibilities in programming, recruitment, employment, making assignments and promotions in a nondiscriminatory and affirmative manner.

Shared understanding of those activities which are appropriate and required by applicable laws is an important first step toward the realization of a successful EEO/EPO/AA program. To support the Association's general commitment to Equal Employment and Program Opportunity and Affirmative Action, a variety of resources and training sessions are available continuously at: <http://staff.cce.cornell.edu/orgdev/Pages/Equal-Program-Opportunity.aspx>

EQUAL EMPLOYMENT OPPORTUNITY

To foster a diverse, inclusive and welcoming environment, it is necessary to assess the demographic composition of the workforce. Cornell Cooperative Extension follows guidelines in 41 CFR 60-2.11 to compare the representation of minorities and women in the workforce with the estimated availability of minorities and women qualified to be employed. Pursuant to guidelines in 41 CFR 60-2.12, 60-2.13, 60-2.14, 60-2.15, and 60-2.16, an analysis of the full- and part-time program family workforce, by affirmative action job group, has been completed¹; the minority and women representation within each job group has been calculated; an estimate of qualified women and minorities available for employment in each job group has been determined; and where appropriate and pursuant to 41 CFR 60-2.14 (c)(1),² placement goals have been established for each job group.³ CCE, as a system, has created an organization profile of its entire workforce to determine whether barriers to equal employment opportunity exist and to identify organizational units wherein women or minorities are underrepresented or concentrated.

Pursuant to 41 CFR 60-2.17, where there are problems in minority or female utilization within the association, an action-oriented program is developed and implemented to address the deficiencies and to demonstrate the organization's good faith efforts in removing identified barriers to diversity, expanding employment opportunities for women and minorities, and producing measurable results in diversifying its workforce. The job group placement goals are established based on the percentage of minorities or women with requisite skills in the reasonable recruitment area for each job group and, where relevant, the percentage of minorities or women among those promotable, transferable and trainable at the association.⁴

A summary of the composition, within each job group, of each CCE association's employee population, comparing the availability and utilization percentages of women, minorities in general, and each minority group is supplied by Cornell's Department of Inclusion and Workforce Diversity as an appendix to the association's Affirmative Action, Diversity and Inclusion Plan.

As part of its commitment to diversity and inclusion, pursuant to 41 CFR 60-2.17 (d), 41 CFR 60-741.44(h), and 60-250.6(h), the association regularly audits the composition of its workforce by minority group status and gender and measures the effectiveness of the association's

¹ This analysis is performed in partnership with Cornell's Department of Inclusion and Workforce Diversity

² Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, sexual orientation or national origin."

³ Goals have been developed only for those job groups that have incumbents.

⁴ "Availability" data has been established based on internal and external data or the percentage of minorities and women with the requisite skills for each discipline/field.

affirmative action programs for individuals with disabilities and protected veterans. In addition, the association ensures the presence of required EEO posters in its office where both employees and applicants for employment can see them and ensures that purchase orders and contracts with subcontractors contain or reference the required EEO clause pursuant to 41 CFR 60-2.17 (d)(3). Results of these audits are shared with CCE's Affirmative Action Unit Representative. On an annual basis, the CCE Association Board of Directors and CCE's senior management is advised of the program's effectiveness, along with recommendations to address areas of challenge.

ANALYSIS OF CURRENT ORGANIZATIONAL INCUMBENTS

Job Group Analysis Based On Race and Gender

Cornell Cooperative Extension Administration works closely with Cornell University departments to provide CCE Associations with current Affirmative Action availability and utilization information. The data provided in Appendix A, "Job Group Analysis Based on Race and Gender", will be updated with more current information as soon as possible. In the meantime, please note that information is presented by regions used by the NYS Department of Labor (with the exception of Jefferson, Madison, and Tompkins counties), NOT by CCE's current Shared Business Networks. Each association will find its availability and utilization information for various positions (either within a region or in an individual listing) in Appendix A and determine if there is an Affirmative Action goal for that particular position in their association (identified if a cell on the chart is highlighted in yellow). Please contact CCE Administration Human Resources if you have questions.

AFFIRMATIVE ACTION INITIATIVES SPECIFIC TO VETERANS AND INDIVIDUALS WITH DISABILITIES

Effective diversity and inclusion initiatives are based on established equal opportunity and affirmative action programs to ensure equal access to employment opportunities for protected veterans and individuals with disabilities. CCE welcomes staff with diverse physical and developmental abilities, and recognizes that neither disability status nor protected veteran status is to be a factor in the denial of employment. Pursuant to 41CFR 60-250.44 (a), employment decisions are based on merit, qualifications and valid job requirements.

The association is committed to ensuring that employees and applicants are not subjected to harassment, intimidation, threats, coercion or discrimination because they have filed a discrimination complaint, assisted or participated in a discrimination complaint or investigation, or opposed an act or practice made unlawful by the Vietnam Era Veterans Readjustment Assistance Act.

Pursuant to 41 CFR §§ 60-741.44(b) and 41 CFR §§ 60-250.4(c), CCE reviews its policies and ensures that its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees who are protected veterans or who have known disabilities for job vacancies filled by hiring or promotion, and for all training opportunities offered or available. CCE ensures that its personnel processes do not stereotype disabled persons or protected veterans in manners that limit their access to jobs for which they are qualified and periodically reviews policies and personnel processes to ensure that these obligations are carried out.

The following procedures facilitate a review of the implementation of these requirements and are drawn from, among other things, Appendix C of OFCCP's Regulations implementing Section 503 of the Rehabilitation Act of 1973:

- a) the personnel histories of each individual with a known disability or protected veteran status are periodically reviewed to identify each promotion for which these individuals were considered but not promoted; and
- b) training records are periodically reviewed to determine whether individuals with a disability and protected veteran status are included.

Pursuant to 41 CFR. §§ 60-744(c) and 41 CFR 60-250.44 (4)(c), the association annually reviews all physical and mental job qualification requirements with supervisors to ensure that, to the extent qualification requirements screen out or tend to screen out qualified disabled individuals or protected veterans, they are job-related and consistent with business necessity and the safe performance of the job.

CCE is committed to providing opportunities for individuals with diverse physical and developmental abilities by offering effective adaptations in the workplace to eliminate barriers to work participation. Therefore, pursuant to 41 CFR §§ 250.44 (4)(d), 41 C. F. R. §§ 60-741.44(d);-250.6(d), the association makes reasonable accommodation to the known physical or mental limitations of all otherwise qualified individuals with a disability unless it can demonstrate that the accommodation would impose an undue hardship on the operation of the business.

These adaptations are provided to employees through CCE Policy 402: Americans with Disabilities Act (ADA) *Disability Accommodation Process*. Employees are responsible for initiating requests for any desired disability-related workplace accommodation by contacting, either verbally or in writing, their local human resources representative or regional human resources manager. In accordance with the Americans with Disabilities Act and the New York State Human Rights Act, CCE will take such requests seriously.

Supervisors are responsible for immediately notifying their human resources representative or executive director of any employee accommodation request brought to their attention. Supervisors are also responsible for implementing reasonable accommodations recommended by CCE's Office of Human Resources; for keeping the employee's disability accommodation request confidential; and for monitoring any interactions with the requesting individual to ensure that actions are not legitimately construed as retaliatory.

Pursuant to 41 CFR §§ 60-250.44(4)(e), CCE also has in place processes to ensure that its employees with disabilities and protected veterans are not harassed because of their disability or covered veteran status. Employees who feel that they have experienced such harassment are advised to contact their supervisor, ED, and/or Regional HR Lead for information on the appropriate procedure to use.

Pursuant to 41 CFR §§ 60-741.44(f) and §§ 60-250.6(f), CCE enlists the assistance and support of recruiting sources (including state employment agencies, state vocational rehabilitation agencies or facilities, sheltered workshops, college placement offices, state education agencies, labor organizations, and organizations of or for individuals with disabilities) to provide meaningful employment opportunities to qualified individuals with disabilities and protected veterans.

CCE has established meaningful contacts with appropriate social service agencies, organizations of and for individuals with disabilities and protected veterans, and vocational rehabilitation agencies or facilities, for such purposes as advice, technical assistance and referral of potential employees.

CCE recognizes that even a strong outreach program will be ineffective without adequate internal support from supervisory and management personnel and other employees. To assure greater employee cooperation and participation in CCE's efforts with respect to individuals with disabilities and protected veterans, pursuant to 41 CFR §§ 60-741.44(g) and §§ 60-250.6(g), the association has developed internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities and protected veterans. These procedures are designed to foster understanding, acceptance and support among CCE's staff and to encourage the necessary actions to aid the association to meet its obligations. These procedures consist of:

- a) including equal employment and anti-harassment policies in the association's policies;
- b) publicizing anti-discrimination and anti-harassment policies and conducting meetings with executive, management and supervisory personnel to explain the intent of CCE's anti-discrimination and anti-harassment policies and individual employee responsibility for effective implementation of these policies;
- c) meeting with employees to inform them of CCE's anti-discrimination and anti-harassment policies, and requiring their cooperation;
- d) providing sufficient training opportunities to support an anti-discrimination and anti-harassment environment;
- e) including articles on the accomplishments of disabled employees and protected veterans in CCE publications; and
- f) including individuals with disabilities and protected veterans in staff handbooks and similar employee publications, when employees are featured in the same.

EQUAL PROGRAM OPPORTUNITY

The association has a successful programming history based on grassroots planning. Cooperative Extension believes that one of the best ways to ensure balanced participation in program delivery is to involve clientele with diverse perspectives in the advisory groups used in program planning and support. The association submits a plan of work that includes a Civil Rights/Affirmative Action section covering the ES-USDA (Extension Service – United States

Department of Agriculture) requirements. Reports are submitted to ES-USDA, as required.

An Extension group (program advisory committee, board, or program effort, etc.) will be considered to have inclusionary membership/participation when the group reflects the community to be served. The ratio used to evaluate the extent of participation necessary to achieve and maintain inclusionary membership in compliance with civil rights legislation is 80% of the potential participant group within the community.

In order to implement this principle of inclusionary membership and participation, the association will use two affirmative action strategies: Acceptable Affirmative Action Procedures and All Reasonable Efforts.

Acceptable Affirmative Action Procedures

Acceptable Affirmative Action Procedures are those actions that have been tested and proven to encourage participation by individuals from diverse populations. These actions will be used in normal day-to-day program planning and delivery as long as targeted groups are at acceptable levels.

While each employee may add to or adapt these procedures to fit their needs, he/she must:

- a) Use advisory and decision-making groups that are representative of the community in planning and implementing programs that will further the intent of the organization to abide by Title VI, Title VII, Title IX, and the Americans with Disabilities Act. Members of underrepresented populations should be encouraged to assist in helping to accomplish this goal.
- b) Seek assistance of volunteers to involve members from diverse populations in program planning activities as well as participating in Extension programs.
- c) Select meeting places and times that will encourage rather than inhibit participation from diverse populations.
- d) Create and maintain lists of organizations that can reach diverse populations (for announcing meetings, activities, tours, events, etc.).

Actions to be taken to ensure inclusionary membership when organizing new programs include the use of Acceptable Affirmative Action Procedures and the completion of a signed statement of nondiscrimination by any volunteer group leader or organization Extension is assisting. Should the membership not reflect the diverse composition of the targeted community, all reasonable efforts must be taken to attain compliance.

All Reasonable Efforts

All Reasonable Efforts consist of a series of approaches that are required of Extension educators to solicit participation from diverse groups. These are used in addition to Acceptable Affirmative Action Procedures and are required when Extension programs do not meet inclusionary membership/participation requirements such as:

- a) organization of a new Extension group if the initial membership does not reflect the diverse composition of the targeted community;
- b) an existing Extension-sponsored activity or group membership does not reflect the diverse composition of the targeted community;
- c) advisory and decision making groups that do not reflect the diverse composition of the potential audience in membership and/or participation; or
- d) program participation that consistently does not reflect the diversity of the community.

It is the responsibility of each association staff member to implement "All Reasonable Efforts" steps necessary to attain the goals of inclusionary membership and participation. Extension-sponsored or assisted organizations must show good faith in regard to affirmative action to continue receiving Extension support. Documentation of reasonable efforts and inclusionary membership must be made available to Extension for reporting and review purposes.

Steps in All Reasonable Efforts

- a) Contact media outlets that reach targeted populations to seek their assistance in announcing programs and events.
- b) Develop program announcements and posters to be placed in public areas.
- c) Write personal letters encouraging individuals from diverse populations to participate.
- d) Make personal contacts with individuals who will help reach diverse populations.
- e) Contact community groups for assistance in informing community members of available programs.

The Cornell Cooperative Extension System engages elected volunteers throughout the state to help plan, implement, and evaluate all of its major programs. The members of boards and committees should be representative of the community Extension is serving.

Determining Inclusionary Membership/Participation

This Affirmative Action Plan describes the process through which inclusionary membership and/or participation is determined. It also covers actions Extension educators need to take to determine if programs, decision-making groups, etc., are in compliance with civil rights legislation. Extension staff members work with a variety of clientele groups such as agricultural producers, agribusinesses, and community agencies and organizations. Community refers to the group of people to be served. Cooperative Extension staff have the responsibility for determining the bounds of the community to be reached. These bounds may reflect an identifiable geographic area which has recognizable boundaries, such as county, town, or neighborhood; or a group of individuals related due to common interests, needs, or problems, such as dairy farmers, pregnant teens, 4-H campers, or a neighborhood.

Mapping

Mapping is used to determine the community(ies) to be served, using the above definition, and

to determine its makeup. The best available data will be used. Census data are available for counties, cities, towns, and townships. If the community does not have geographical boundaries, other forms of data are appropriate. Where no data are available, estimates are acceptable.

Each Cooperative Extension staff member will:

- a) List all Extension groups with which he or she works.
- b) Determine the makeup and diversity of the membership of each program.
- c) Separate the programs into the two categories based on community (those with geographically defined boundaries, and those with common needs, interests, etc.).
- d) For geographically defined communities:
 - i. Establish the geographical boundaries for groups falling into this category (i.e., countywide, school district, housing development).
 - ii. Identify demographic databases available for each identified program.
 - iii. Use the data to determine the makeup of the community.
 - iv. Compare the composition of the program membership with the makeup of the community.
- e) For communities linked by common interests or needs:
 - i. Identify databases and establish the potential makeup of the program.
 - ii. Compare the composition of the membership with the potential makeup of the group.
- f) Using the definition of inclusionary membership/participation, determine which Extension programs include 80% of the available targeted community/audience and which do not.

Once the staff members know which programs do not have inclusionary membership, they will design and implement a plan to achieve the desired membership/participation

Ensuring Inclusionary Membership

To ensure that an Extension educator is in compliance with civil rights legislation (Title VI) they must take the following actions:

- a) If a new program or existing program does not obtain inclusionary membership/participation, staff members and volunteers should continue to implement All Reasonable Efforts until the desired goal is achieved. Documentation will be made and retained.
- b) If an officer or volunteer leader of a newly formed program refuses to sign the nondiscrimination statement or does not promote All Reasonable Efforts, the Extension educator, along with the executive director, shall be initially responsible for determining/deciding to terminate Extension's relationship with the program.
- c) When a program is to be terminated, a written statement of action will be prepared containing the members' names, the racial composition of the program, and the date of action. A registered letter will be sent to the volunteer leader(s) of the program indicating that sponsorship and further assistance from Cornell Cooperative

Extension is being denied. The appropriate Extension educator, the executive director, and the association president will sign this letter. Copies of the registered letter and accompanying statistical data concerning group membership will be forwarded to the director of Extension. The Cornell Cooperative Extension affirmative action officer will keep the letter on file.

- d) If a program has demonstrated All Reasonable Efforts without achieving a balanced membership, affiliation with CCE may continue, but the group must continually pursue and document All Reasonable Efforts to recruit underrepresented clientele.

Race and Gender Discrimination

Title IX specifically addresses discrimination on the basis of race and gender. The executive director should review programs and committees to determine if programs are in compliance.

- a) Compare the racial and gender distribution of the participants in programs and on committees with the race/gender distribution of the community or target audience.
- b) If there is not a balance of membership/participation, then the staff member must use All Reasonable Efforts to improve the inclusionary participation.
- c) Documentation of efforts must be retained for five years.
- d) For short-term Extension programs, such as special interest programs, day camps, field days, and general educational events, the appropriate staff member must keep attendance statistics on the gender and racial makeup of the participants. Attendance statistics and population statistics of the community being served by programs should be reviewed and compared. If racial and/or gender imbalance is evident based on the definition of inclusionary participation, the staff member should devise an "All Reasonable Efforts" plan to achieve balance in future educational events and activities. Documentation must be retained for five years.

Age and Disability Discrimination

The association is committed to following civil rights legislation regarding both age and disability. The organization recognizes its obligation in regard to employment, workplace environment, and program delivery. Further, it recognizes the potential these individuals can provide to the organization.

Public Notification Procedures

In support of public notification, the association will:

- a) Display the nondiscrimination poster *And Justice for All*.
- b) Ensure all stationery, newsletters, and printed pieces that go to audiences outside Extension will use the following statement: *Cornell Cooperative Extension provides equal program and employment opportunities.*
- c) Ensure promotional materials, photos, and other graphics used portray a diversity of clientele on a nondiscriminatory basis and be reviewed for inclusive language.
- d) Ensure all new organizations and groups with whom CCE has not previously worked

and who request significant assistance from CCE are informed of the organization's nondiscrimination policy and must sign a statement of nondiscrimination. This should be done when the invitation is accepted. Extension assistance should not be provided to organizations that are known to avoid compliance with applicable nondiscrimination requirements.

- e) Ensure all newly organized clubs or groups sponsored or assisted by CCE sign a statement of nondiscrimination.

RESPONSIBILITIES FOR IMPLEMENTATION

CCE Association Executive Director and Board of Directors

The ultimate responsibility for EEO/EPO in the association lies with the Executive Director and Board of Directors. Executive Directors oversee association programs and management of employment, ensure maintenance of appropriate records and files, and create an inclusive and welcoming organizational climate for all staff and clientele. The association's Human Resource Policy clearly states the association's commitment to affirmative action (Policy 401), the Americans with Disabilities Act (Policy 402), and the prevention of workplace and sexual harassment (Policy 403). It is the responsibility of the Association Executive Director and Board of Directors to provide leadership for the Affirmative Action, Diversity and Inclusion Plan.

CCE Association Executive Director and Managers/Supervisors

The CCE Association Executive Director and managers/supervisors who search for and hire candidates for vacant positions, make other human resource decisions, and provide leadership and input into the association plan of work are responsible for implementing Extension's affirmative action programs within their work areas. The equal opportunity and affirmative action responsibilities of the executive director and managers/supervisors include:

- a) actively addressing challenges to hiring a diverse workforce that have been identified by the HR manager and/or the Affirmative Action Unit Rep (AAUR);
- b) assessing all applicants based on objective criteria and basing hiring decisions on the qualifications of the applicant and the affirmative action goals of the unit;
- c) complying with the *Employment* policy (section 300 of the CCE Policy Manual) when conducting searches;
- d) considering employees without bias for salary improvement, promotion, internal transfer and development opportunities based on objective criteria with a focus on the CCE System's commitment to diversity;
- e) being alert to training and development opportunities for all employees;
- f) creating and maintaining a work environment that is free from harassment based on protected status and free from protected status bias;
- g) overseeing an inclusive community needs assessment/scanning process;
- h) assuring boards, volunteers, and committees are reflective of the community;
- i) evaluating participation and, if necessary, adapting or changing programs to be inclusive of the needs of underrepresented groups;
- j) ensuring that their association or department fully complies with the spirit and policies of the affirmative action program;
- k) working in conjunction with extension administration and Cornell's Department of Inclusion and Workforce Diversity in implementing recommended reasonable accommodations for employee disabilities;

- l) keeping the employees' disability accommodation requests confidential, monitoring any interactions with individuals who have requested disability accommodations to ensure that actions are not legitimately construed as retaliatory; and making good faith efforts to implement employee religious accommodation requests in conjunction with appropriate offices.

CCE Association Search Committees

Search committees representing the diversity of the communities served by CCE have a significant role in carrying out CCE's commitment to diversity by:

- a) reviewing availability and utilization data and preparing an affirmative action search plan for all positions, particularly senior program family and leadership positions.
- b) posting each position opening (position title, brief job description, association, and contact) for at least one week within the CCE system and in appropriate job listings to reach diverse audiences;
- c) engaging in national recruiting efforts to fill senior program and leadership positions, including implementing special procedures to reach potential candidates who are women or members of protected racial/ethnic groups;
- d) clearly printing the EEO/EPO statement on all position notices; and
- e) developing and using community networks and nontraditional venues to reach underrepresented individuals.

CCE Employees and Volunteers

All CCE employees and volunteers are expected to support and abide by the policies of CCE, including AA/EEO/EPO policies. No one may use their lack of knowledge about these policies as an excuse for inappropriate behavior or decisions.

CCE State Director

The state Director of CCE works closely with the deans and the affirmative action committees in Cornell colleges and CCE Associations to foster understanding of the principles, laws, regulations, and policies pertinent to equal employment opportunity and affirmative action in the organization. The state Director of CCE has specific responsibility to:

- a) provide search procedure guidelines to each search committee and to monitor searches for executive director and senior program positions, ensuring that the selection processes are consistent with employment laws and that there is diversity in every applicant pool;
- b) review the analyses of academic employment transactions (i.e., placements, promotions, terminations) prepared by Cornell's Office of Institutional Research or Cornell's Department of Inclusion and Workforce Diversity, to determine their impact on the university's affirmative action and diversity programs;
- c) partner with Cornell's Department of Inclusion and Workforce Diversity in following up with associations where statistical analyses indicate adverse impact in employment actions to review whether any component decision was made on

- discriminatory grounds, and;
- d) review and approve or deny all requests for waivers of search.

The state Director of CCE provides a report of the employment action analysis and the demographic composition of the CCE staff to the relevant Cornell deans and association executive directors. This report includes a review of statistical profiles; evaluation of CCE's diversity and equal employment opportunity status; identification of problem areas and the development of strategies to resolve them; and diversity plans for the future. The Director of CCE reports annually on the organization's progress toward diversity and inclusion in a report mandated by USDA.

CCE Administration Human Resource Managers

Human Resource Managers in CCE administration are responsible for serving as resources for CCE associations by:

- a) working with Regional HR Managers to support the hiring managers to ensure that they are aware of Extension's commitment to diversity and affirmative action and of their own responsibility to carry out this commitment;
- b) advising Regional HR Managers to support the supervisors of their responsibilities related to equal opportunity, affirmative action, and diversity and work with appropriate offices and individuals to make sure these responsibilities are carried out;
- c) through audit, ensuring that good faith efforts are made to have a diverse applicant pool for every selection;
- d) hiring and retaining employees at all levels in an effort to meet Extension affirmative action goals;
- e) reviewing the county workforce analysis, in conjunction with the Affirmative Action Unit Representative and/or the CCE Diversity and Inclusion Team, and developing and implementing action-oriented programs designed to address areas in which workforce racial and gender demographics are not consistent with availability;
- f) monitoring temporary employee placements and term appointments to determine whether there are disparities based on race or gender;
- g) monitoring appointments, compensation, promotions, and terminations to determine that there are not disparities based on race or gender and that these and other employment practices are carried out in a nondiscriminatory manner; and
- h) working to resolve issues related to requests for disability-related employment accommodations.

CCE Shared Business Network (SBN) Regional HR Managers

Regional HR Managers are responsible for providing services to CCE associations by:

- a) working with hiring managers to ensure that they are aware of Extension's commitment to diversity and affirmative action and of their own responsibility to carry out this commitment;

- b) advising supervisors of their responsibilities related to equal opportunity, affirmative action, and diversity and work with appropriate offices and individuals to make sure these responsibilities are carried out; and
- c) Ensuring that good faith efforts are made to have a diverse applicant pool for every selection.

CCE Affirmative Action Unit Representative (AAUR)

Cornell Cooperative Extension administration has designated an AAUR at Cornell to assist in reviewing searches and appointments for equal opportunity and affirmative action compliance. This appointed person advises, implements, and monitors procedures and policies related to Extension's Affirmative Action, Diversity and Inclusion Plan. As affiliates, the independent extension associations are represented by the extension administration AAUR. The Extension AAUR has specific responsibility for:

- a) monitoring searches to ensure that good faith efforts have been made to include women and minorities in applicant pools;
- b) monitoring hiring to ensure that searches, placements, and promotions are not carried out in an illegally discriminatory manner;
- c) reviewing the unit workforce analysis, in conjunction with the Department of Inclusion and Workforce Diversity and developing and implementing action-oriented programs designed to correct deficiencies in the representation of women and minorities within the association's workforce and to demonstrate that the organizational unit is making good faith efforts to remove identified barriers, expand employment opportunities for women and minorities, and produce measurable results;
- d) reviewing the CCE associations' job group analysis and assisting associations in developing written, action-oriented programs designed to achieve the affirmative action goals in each job group;
- e) conducting an adverse impact ratio analysis for employment activity (applicant flow, hires, terminations, promotions and training opportunities) annually to determine whether there are disparities based on race or gender, and making recommendations for addressing identified disparities; and
- f) attending scheduled AAUR meetings, hosted by Cornell's Department of Inclusion and Workforce Diversity, to discuss challenges in addressing affirmative action goals and to learn about strategies to address them.

Cornell Colleges of Ag and Life Sciences, Human Ecology and Vet Med Deans

The Deans of Human Ecology, Agriculture and Life Sciences and Veterinary Medicine are responsible for implementing equal opportunity and affirmative action within their respective colleges, including being knowledgeable about CCE's affirmative action goals and programs to address diversity and inclusion, ensuring that all searches for CCE positions are consistent with federal and state EEO statutes, encouraging all search committees to aggressively recruit

candidates for CCE positions to ensure diversity in every search; and annually reviewing the composition of CCE's workforce and communicating the continued commitment to address under-utilization.

Cornell's Department of Inclusion and Workforce Diversity

The Department of Inclusion and Workforce Diversity reports to the Vice President for Human Resources and assists in developing all aspects of Cornell Cooperative Extension's affirmative action programs. The Director of the Department of Inclusion and Workforce Diversity will work closely with CCE's Human Resources Director and AAUR in developing equal opportunity and affirmative action policies and procedures and ensuring they are administered effectively. As it relates to CCE's affirmative action efforts, the Director of the Department of Inclusion and Workforce Diversity has specific responsibility to:

- a) advise Extension Human Resources on appropriate equal opportunity and affirmative action strategies and on changes in relevant government policies, procedures and regulations;
- b) advise Extension Administration on applicable policy and procedure to facilitate compliance with external regulations and with the University's commitment to diversity and inclusion, and to make recommendations to develop and/or revise Extension policies and procedures to ensure compliance;
- c) provide input to Extension's affirmative action program to contribute to the success of an inclusive environment.
- d) regularly communicate developments in the equal opportunity and diversity areas to the Extension leadership as well as those with employment administration, management, and supervisory responsibilities;
- e) collaborate with CCE's Organizational Development and Accountability Team and Extension's Human Resources Generalist Team Leader to develop programming, in conjunction with other offices, to create a welcoming and inclusive environment for underrepresented groups, including work/life "balance" issues.

Cornell's Recruitment and Employment Center

CCE Administration human resource managers can consult with the Recruitment and Employment Center, within the Cornell Office of Human Resources, for association-employed positions with the goal of promoting the consideration of women, persons from protected racial/ethnic groups, persons with disabilities, and protected veterans from outside the current workforce who can be recruited and hired as Cornell Cooperative Extension employees.

REVIEW OF EQUAL EMPLOYMENT AND PROGRAM ACTIVITY TO ADVANCE DIVERSITY AND INCLUSION

To carry out the association's demonstrated commitment to diversity and inclusion, continuous efforts are made to increase the diversity of the staff. Cornell and CCE's online application

system provides access to a wide range of applicants. Moreover, associations have been advised to develop strategic recruitment plans to: 1) aggressively increase the overall representation of Asian/Pacific Islander, Black/African American, Hispanic/Latino and Native American staff especially in high level leadership/management and educator positions; and 2) provide employment opportunities for protected veterans and individuals with disabilities.

To assist in this effort, CCE Administration currently provides central funding for the sourcing of open positions through the NYS Jobs Bank and the Higher Ed Recruitment Consortium. In addition, partner sites for Veterans and individuals with disabilities have links to our employment site and we actively promote employment opportunities with these organizations

CCE Associations are committed to a climate free of bias, the provision of opportunities for meaningful work, and possibilities for advancement of all individuals regardless of race, color, creed, religion, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, protected veteran status and/or disabilities. Efforts to provide training, access to educational offerings, participation, decision making, and where necessary, assistance in mediating the supervisor-supervisee relationship result in an overall commitment to the long-term retention of qualified employees.

Cornell Cooperative Extension's "Open Doors, Open Hearts, and Open Minds: Statement on Diversity and Inclusion" reflects the organization's desire to have a community that reflects a wide representation of *attribute diversity*⁵ (different personal characteristics such as race, sex, gender/gender identity/gender expression, age, national origin, religion, sexual orientation, disability status, protected veteran status, ex-offender status as well as other attributes both protected by federal and local law and generally represented in the community external to the organization) throughout the organization.

Diverse staff, volunteers, and program participants are essential for effective education in the twenty-first century. Citizens must be able to work effectively in groups with colleagues of different backgrounds and must be open to new ideas, perspectives, and the rapid pace of change. The new work environment, whether in business, industry, academe, government, or social services, requires greater collaboration and cooperation across differences.

To carry out the association's demonstrated commitment to diversity and inclusion, there will be continuous outreach efforts to increase the diversity of staff to reflect community demographics in race and gender consistently throughout senior professional and management positions, as well as provide employment opportunities for individuals with disabilities and protected veterans.

To evaluate the effectiveness of these recruitment plans, an in-depth analysis of the total employment process will be completed by CCE Human Resources at Cornell to determine

⁵ The term "attribute diversity" is used by Roosevelt Thomas in his book, [Building a House for Diversity](#), to distinguish between the demographic aspects of individuals and the processes that are developed and implemented to create an inclusive environment.

whether and where impediments to recruiting exist in the CCE associations. Therefore, pursuant to 41 CFR 60-2.17 (b),(2),(3), and (4), the following will be evaluated:

- a) personnel activity (applicant flow, hires, terminations, promotions and training opportunities) to determine whether there are selection disparities;
- b) compensation systems to determine whether there are gender, race, or ethnicity-based disparities;
- c) selection processes and recruitment and referral systems to determine whether they result in disparities in the employment or advancement of minorities or women; and
- d) temporary placements and term appointments to determine whether there are disparities based on race or gender.

Pursuant to 41 CFR 60-2.17(a), the extent to which the Executive Director of the association achieved equal employment and program opportunity and to which his/her staff implement affirmative action goals will be used as a measure in performance appraisals and related salary-improvement actions. These factors are considered along with other criteria, including quality, effectiveness and efficiency of their operations; personnel development and morale, and contribution to the achievement of system-wide objectives.

Holistic View of CCE Association Community Members

The association benefits when staff are viewed and respected as whole persons with identities and lives that extend beyond the workplace. Associations and program areas recognize the need for flexibility within their organizational culture and are encouraged to make a commitment to address work/life issues for staff through wellness activities, employee celebrations and recognition, flexible work arrangements, and employee assistance programs.

CCE benefits from a flexible organizational culture that prioritizes continuous, collaborative, cross-organizational learning through effective and ongoing formal and informal educational programs for staff on issues of diversity and inclusion, discrimination, harassment, and conflict resolution. The educational programs include skills development workshops, mentoring, newsletters, networking, and community service. Employees may be granted release time for job-related courses taken during normal working hours with their supervisor's approval.

General Organizational Culture and Processes

Staff and management share responsibility for upholding Extension's organizational values and achieving clear organizational goals and objectives in a mutually respectful work and educational environment. To assist in achieving this goal, new employees participate in an orientation program. During orientation, staff learn about CCE's mission as well as the history of CCE's commitment to diversity and inclusion.

CCE is committed to creating a professionally nurturing environment in which all staff have

access to opportunities for personal and professional growth. As a result, a number of services are available to employees. See options on the CCE website at:
<http://staff.cce.cornell.edu/orgdev/Pages/diversity.aspx>

The association uses performance review to encourage dialogue between supervisors and staff. The dialogue process is designed to improve job understanding, promote more effective job performance and employee development, and encourage the flow of communication between supervisors and employees.

CCE Administration convenes meetings to provide information about diversity, equal opportunity and affirmative action with the CCE association executive directors and supervisors. *Effective communications and information sharing; collaborative conflict resolution; and proper complaint procedures* are examples of professional development opportunities to improve general organizational culture and processes. CCE strives to provide an environment in which all members who desire to contribute to improving the environment can actively participate in the work and learning processes. CCE encourages the self-assessment of organizational norms and practices to identify barriers to being inclusive and to support collaboration, learning from difference, and incorporating the synthesis of divergent perspectives in participatory decision-making.

CCE is committed to creating, supporting and utilizing formal and informal systems of communication to ensure that information is shared equitably and that information flow is in all directions and across all levels of responsibility. These communication methods also include informing staff of organizational goals, operating environments, and expected performance outcomes.

CCE promotes progressive conflict resolution procedures that include:

- a) constructive dialogue and communication to avert unnecessary conflict and negativity, respectful conflict resolution techniques for employees, supervisors and volunteers, and third party facilitation/mediation as needed;
- b) learning opportunities for employees and volunteers in collaborative conflict-resolution techniques;
- c) CCE Human Resource assistance in strategizing constructive conflict resolution.

The association's policy on workplace and sexual harassment (Policy 403) addresses the association commitment to a professional, harassment free workplace. Guidelines on combating harassment within Extension are available and disseminated and publicized. Brochures and free on-line courses on sexual harassment are available to CCE staff. Posters on harassment based on EEO-protected class status are posted in the office. In addition, newsletters, electronic information, forums, workshops, and training programs reinforce the CCE message that there is no tolerance for protected status harassment.

The CCE Organizational Development and Accountability Team (ODAT) is tasked with the responsibility of identifying, developing and implementing opportunities that enhance skills,

knowledge, awareness and understanding for creating a culture that embraces and promotes diversity and inclusion at CCE. To this end, CCE ODAT supports the knowledge, skills, and abilities of CCE staff as self-directed learners who identify and pursue opportunities to contribute to organizational goals; are willing to learn new roles and skills; are able to identify personal role and career goals; and are able to measure their own effectiveness within the organization.

CCE has implemented many programs to address diversity and inclusion within its workforce. Highlights of CCE statewide diversity efforts are on the CCE web site at:
<http://staff.cce.cornell.edu/orgdev/Pages/diversity.aspx>

APPENDICES

Appendix A: Job Group Analysis Based on Race and Gender (Job Group Analysis)

NOTE: The CCE Association job group availability and utilization analysis is compiled in partnership with Cornell's Department of Inclusion and Workforce Diversity. The data presented here dates from December 2010 and is presented by NYS Department of Labor regions which are DIFFERENT from CCE's Shared Business Network regions. Associations with 50 or more employees (Jefferson, Madison, Tompkins) are reported individually except Suffolk County which remains in the Long Island Region so there are at least two counties in that region.

See the following chart to locate the job group analysis region for each association:

Capital Region	Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, and Washington
Central Region	Cayuga, Cortland, Onondaga, and Oswego
Western Region	Allegany, Cattaraugus, Chautauqua, Erie and Niagara
Southern Tier Region	Broome, Chemung, Chenango, Delaware, Otsego, Schuyler, Steuben, and Tioga
North Country Region	Clinton, Essex, Franklin, Jefferson, Lewis, St. Lawrence
Mohawk Valley Region	Fulton, Hamilton, Herkimer, Montgomery, Oneida, and Schoharie
Mid-Hudson Region	Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester
Long Island Region	Nassau and Suffolk
Finger Lakes Region	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, and Yates

Then find the particular job title within the region or association to determine the availability and utilization data and whether there is an affirmative action goal for that particular job title within the region or association (highlighted in yellow). CCE Administration works with Cornell's Department of Inclusion and Workforce Diversity to update this data and will notify associations when more current information is available and the AADIP has been updated.

Appendix B: "The Netter Principles"

The Netter Principles* A Framework for Building Organizational Inclusion

What will an inclusive workplace look like when it's achieved?

Demonstrated Commitment to Diversity

In an inclusive organization, visible and invisible heterogeneity is present throughout all departments and at all levels of responsibility. Human differences and similarities are welcomed, valued and utilized at all levels across all formal and informal organizational systems.

Holistic View of Employees

An inclusive organization is one in which all employees are viewed and respected as whole persons with identities and family lives which extend beyond the organization and, to the greatest extent appropriate, are free to behave truthfully in the work environment.

Access to Opportunity

An inclusive organization is one that creates a professionally nurturing environment in which all employees have equitable access to opportunities for personal and professional growth.

Accommodation of Diverse Physical & Developmental Abilities

An inclusive organization is one that opens opportunity to persons with diverse physical and developmental abilities by offering effective adaptations in the workplace to eliminate barriers to work performance and workplace participation.

360° Communication & Information Sharing

An inclusive organization is one in which communication and information flow from all directions, in all directions and across all levels of responsibility.

Equitable Systems of Recognition & Reward

An inclusive organization establishes systems to recognize, acknowledge and reward the diverse contributions and achievements of employees at all levels of responsibility.

Shared Accountability & Responsibility

An inclusive organization is one in which accountability and responsibility to uphold organizational values and achieve clear organizational goals and objectives in a mutually

respectful work environment is shared by employees at all levels and reflected in relations with customers and clients, vendors, suppliers, partners and subcontractors as well.

Demonstrated Commitment to Continuous Learning

An inclusive organization acknowledges that every employee is a learner and teacher and creates a flexible, fluid organizational culture that prioritizes continuous, collaborative, cross-organizational learning.

Participatory Work Organization & Work Process

An inclusive organization is one that recognizes the traditional and non-traditional skills, aptitudes, educational experiences, bases of knowledge, personal potential and life experiences of each employee and structures work organization and processes to utilize these diverse skills.

Alignment of Organizational Culture & Process

An inclusive organization is one that acknowledges the existence of an explicit and implicit organizational "culture" and continuously seeks to align this culture to support organizational values and the synthesis of divergent perspectives.

Collaborative Conflict Resolution Processes

An inclusive organization values and utilizes progressive conflict resolution procedures that empower employees at all levels, across all departments, to work collaboratively to solve problems, resolve interpersonal conflicts and achieve mutually satisfying dispute resolutions.

Demonstrated Commitment to Community Relationships

An inclusive organization functions as a responsible citizen neighbor by forging constructive alliances with local government, schools and community based organizations and professional associations to expand outreach to diverse communities, widen opportunity, enhance access or promote understanding to overcome prejudice and bias.

*Developed at the 1998 Netter Seminar, held at Cornell University ILR, these ideas are offered to provoke discussion and are not intended to be proscriptive. To request a copy of the working paper, *Building a Framework for Organizational Inclusion*, which suggests policy and practice options for each attribute above, contact Susan Woods, Cornell University ILR at sew13@cornell.edu or Tel: 716/852-4191 ext 123 or Tammy Bormann, NCCJ, at tbormn@goes.com or Tel: 908/832-9781.

Appendix C: Guidance on Universal/Gender Neutral Restroom Use

Guidance on Universal/Gender Neutral Restroom Use

In keeping with the its policy of nondiscrimination and commitment to creating and sustaining an environment that supports and values all members of our community, including visitors, CCE Administration strongly encourages associations to allow staff, volunteers, and program participants to use the restroom or facility that corresponds to their gender identity. Restrooms facilities that are physically accessible (ADA compliant) and open to people of any gender, or “gender neutral,” are an important way to demonstrate our commitment to promoting a welcoming and inclusive CCE environment. Wherever possible, associations should maintain a universal/gender neutral restroom to ensure inclusive restroom facility access related to gender identity, as well as to ensure access for parents with children, other attendants/caregivers and/or individuals with disabilities.

Sexual Orientation and Gender Identity^[1]/Expression^[2]

It is the policy of CCE that its staff, volunteers, program participants and/or guests not be discriminated against on the basis of that individual's sexual orientation or gender identity/expression. Such a policy helps ensure that only relevant factors are considered, and that equitable and consistent standards of conduct and performance will be applied. For the purpose of this guidance, sexual orientation concerns the emotional, romantic, sexual or affectional attraction to members of the same sex, opposite sex, or both sexes. Gender identity/expression concerns how an individual perceives their own gender which may or may not be consistent with their biological/chromosomal sex assigned at birth or gender role.

Creating a Universal/Gender Neutral Restroom

Any effort to create a universal/gender neutral bathroom should include well-facilitated opportunities for staff, volunteers and program participants to learn about why universal/gender neutral bathrooms are important to your association and dialogue about any concerns they may have. If there are openly transgender members in your association, consider consulting with them privately and/or invite them into the process of creating gender neutral bathrooms if they are interested.

Options for Universal/Gender Neutral Bathrooms

- If you have one or more single-occupancy or family bathrooms, designate and label them “gender neutral” or “all gender.”
- If you have three or four multi-stall bathrooms, convert one or two of them into gender neutral bathrooms. You can either keep them multi-stall or convert them to single-occupancy bathrooms by installing an “occupied/unoccupied” lock on the external door.
- If you only have two bathrooms and not in a position to build a third, consider steps you can take to make your existing bathrooms more inclusive. Labelling them so that people feel empowered to use the bathroom that is most comfortable for them and can trust they won't be harassed inside.
- If you are renting or share building space and don't have control over your bathroom facilities, consider (a) discussing your desire for universal/gender neutral bathrooms with your landlord or fellow tenants and/or (b) create gender neutral bathrooms by posting and then removing paper signs as necessary – particularly when hosting CCE events.
- Be sure to have signs by your bathrooms and elsewhere that direct people to both your

- universal/gender neutral bathroom(s) and your gender-specific bathrooms.
- Make it clear that all people may use the bathroom that is right for them. Some transgender people desire gender neutral bathroom space; some identify as women and men and should not be pressured or forced out of women's or men's rooms. *Under no circumstances should an individual be required to show identification or proof of any particular medical procedure (including sex reassignment surgery) in order to have access to restrooms designated for use by a particular gender.*
 - Associations may not require staff, volunteers, program participants or guests to use facilities that are unsanitary, potentially unsafe, or located at an unreasonable distance.

The information above is intended to provide guidance to CCE associations in responding to evolving diversity trends and patterns in our community. This guidance is not intended to be prescriptive or one-size-fits-all, rather this guidance can serve associations well in addressing issues of access, equity and inclusion related to the LGBTQ community. CCE associations are encouraged to use the guidance set forth here to inform and craft policy tailored to their unique needs and setting. Additional guidance for creating universal/gender neutral restrooms can be obtained from [CCE's Organizational Development and Accountability Team \(ODAT\)](#). For more information and resources related to the LGBTQ issues, please visit the [Diversity, Inclusion and EPO](#) page of the CCE staff website.

Additional information and resources:

[Executive Order 11246 Prohibiting Discrimination Based on Sexual Orientation and Gender Identity](#)
[How Many Adults Identify as Transgender in the United States](#)
[Restroom Access for Transgender Employees](#)
[A Guide to Restroom Access for Transgender Workers](#)
[Why are gender neutral bathrooms important when creating a safe space for gender minorities?](#)
[Common arguments and rebuttals](#)

[1] Gender identity refers to an individual's internal sense of gender. A person's gender identity may be different from or the same as the person's sex assigned at birth.

[2] Gender expression refers to the ways in which an individual manifest masculinity or femininity. It is usually an extension of their gender identity. For some, gender expression may not match their sex assigned at birth.