

Cornell Cooperative Extension Association of Otsego County Comprehensive Affirmative Action and Diversity Plan September 2008 – December 2010

Adopted by the Board of Directors on September 18, 2008

Partnership with Cornell and Statewide System of Cooperative Extension Associations

Cornell Cooperative Extension (CCE) Associations are affiliated with Cornell University¹. CCE is part of the national extension system through the United States Department of Agriculture (103 land-grant institutions across the United States), funded in part through Smith/Lever legislation. The system consists of 56 associations that employ over 1700 extension educators and staff located in every county in New York State; approximately 250 faculty and staff employed by Cornell's New York State Colleges of Agriculture and Life Sciences, Human Ecology, and Veterinary Medicine; and about 50,000 volunteers participating in both program and organizational leadership.

CCE's mission is to enable people to improve their lives and communities through partnerships that put experience and research knowledge to work. Cornell Cooperative Extension is dedicated to: 1) building partnerships and coalitions with individuals, communities, organizations, government agencies, and businesses around issues of mutual concern; 2) developing local leaders who use CCE knowledge to make informed decisions; 3) promoting youth development through 4-H clubs and other experiences; 4) striving to help participants make informed choices using the best knowledge available; 5) connecting learners with educational resources; 6) consulting with individuals and groups on multiple topics; and 7) providing resources via technologies.

CCE is also part of a national diversity pilot project called Change Agent States for Diversity (CASD) that is leading and modeling change for the extension system. The purpose of the CASD is to build the capacity of the Cooperative Extension System and its research and university partners to function inclusively and effectively in a multicultural world and to set standards and implement a vision for healthy, thriving, and productive communities in a diverse world. CASD provides for a seven-state partnership committed to pluralism and the challenge of leading and modeling change. This project builds a national resource of practical and applicable tools, strategies, successes, and expertise.

Introduction

In accordance with all federal and state statutes, regulations, and executive orders, CCE of Otsego 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 inclusiveness in employment and in educational programs. Thus, the association agrees that no person shall be denied admission to

¹ A privately endowed university and the federal land-grant institution of New York State. Founded in 1865, Cornell University has long advocated equal opportunity for women and racial minorities.

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, gender, sexual orientation, age, marital or family status, veteran status, or disability. 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 under-represented 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 insure 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.

Components of Cornell Cooperative Extension of Otsego County's Comprehensive Diversity Plan

This Comprehensive Affirmative Action and Workforce Diversification Plan is based on the guidelines set forth by Executive Order 11246, as amended; Title 41 CFR Section 60-250 (Vietnam Era Veterans Readjustment Assistance Act of 1974); Title 41 CFR Section 60 – 741 (Section 503 of the Rehabilitation Act of 1973); guidelines set forth by the U.S. Department of Agriculture's Cooperative Extension System's *Pathway to Diversity* strategic plan; federal and local anti-discrimination laws; and relevant association and university policies. The plan incorporates the twelve attributes of diversity that were developed during a 1998 Netter Seminar².

The Comprehensive Affirmative Action and Diversity Plan includes:

1. The **equal employment opportunity and affirmative action** program for women, minorities, and veterans establishing the foundation for diversity and inclusiveness;
2. A demonstrated commitment to **equal program opportunity** in the development and implementation of programs to promote diversity and inclusiveness;
3. The affirmative action **program for individuals with disabilities and covered veterans**, including the accommodation of diverse physical and developmental abilities;
4. **Access to opportunity/succession planning** for all individuals, regardless of their aspect of diversity;
5. **A work/life initiative that strives to retain a diverse workforce** based on a holistic view of Cornell Cooperative Extension's community members;

² In 1958, the Netter Seminar was instituted by Richard Netter to bring management, labor, education, and government together to develop employment practices that embrace diversity and promote a fair workplace for all individuals. This 1998 meeting focused on developing the attributes of a diverse and inclusive environment through the work of the Workplace Diversity Network, a joint project of the National Conference for Community and Justice and the Cornell School of Industrial and Labor Relations.

6. **Shared accountability** for CCE's mission and commitment to diversity;
7. A commitment to **community partnerships**;
8. A demonstrated commitment to **continuous learning**;
9. **Participatory** work and learning processes;
10. Recognition of the **organizational culture and process**;
11. **Communication**/information sharing; and
12. **Collaborative conflict resolution** processes that provide an opportunity to address issues that impact our commitment to diversity.

Affirmative action requirements and guidelines are set per 41 CFR Chapter 60 for specified recipients of federal dollars. This is the underlying basis of much of this document. The CCE Comprehensive Affirmative Action and Diversity Plan is designed to be a long-term framework for meeting our affirmative action obligations and for creating a sustained commitment to diversity and inclusiveness. 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." This Comprehensive Affirmative Action and Diversity Plan is designed to produce this workforce and programs that are relevant to our diverse communities.

1. ***The equal employment opportunity and affirmative action program for women, minorities, and veterans establishes the foundation for diversity and inclusiveness***
Effective and successful diversity and inclusiveness initiatives include established equal opportunity and affirmative action programs to ensure equal access to opportunity in employment. These equal opportunity practices are based on obligations created under federal regulations and the New York State Human Rights Law, which requires us to employ effective principles in employment practices, including hiring and promoting women and minorities.³

In 2002, the association updated its equal opportunity policy: *"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, gender, sexual orientation, age, marital or family status, veteran status, or disability. Cornell Cooperative Extension is committed to the maintenance of affirmative action programs that will assure the continuation of such equality of opportunity."*

³ The term "minority" is based on the language used by the federal government in its equal opportunity and affirmative action regulations.

In support of affirmative action and the commitment of the CCE system, the Executive Director of the association promotes and works to implement the vision of the Director of the Cornell Cooperative Extension System. (See Appendix A)

The Association: Responsibility for the Affirmative Action and Diversity Plan

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 (code 401), the Americans with Disabilities Act (code 402), and the prevention of workplace and sexual harassment (code 403). It is the responsibility of every association employee to fulfill their role in assuring affirmative action procedures and progress.

The Association: Organizational Profile

In planning to foster a diverse, inclusive and welcoming environment, it is necessary to assess the demographic composition of the workforce. Cooperative Extension follows guidelines in 41 CFR 60-2.11. 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 will be 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.

Cornell Cooperative Extension's Job Group Analysis

To foster a diverse environment and to ensure that the equal opportunity and affirmative action programs are carried out, assessing the demographic composition of the organization includes comparing 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, 6—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 completed⁴; 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),⁵ placement goals have been established for each job group.⁶

⁴ This analysis is performed in partnership with Cornell's Office of Workforce Diversity, Equity and Life Quality.

⁵ 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, sex, or national origin."

⁶ Goals have been developed only for those job groups that have incumbents.

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.⁷

Pursuant to 41 CFR 60-2.17, where there are problems of utilization of women or minorities within job groups, action-oriented steps designed to correct the deficiencies have been established with the understanding that good faith efforts will be made to remove identified barriers to diversity.

As part of its commitment to diversity and inclusiveness, pursuant to 41 CFR 60-2.17 (d), 41 CFR 60-741.44(h), and 60-250.6(h), the association will regularly audit the composition of its workforce by minority group status and by sex and will measure the effectiveness of the association's affirmative action programs for individuals with disabilities and covered veterans. In addition, the association will ensure the presence of required EEO posters in its office where both employees and applicants for employment can see them and ensure that purchase orders contain the required EEO clause pursuant to 41 CFR 60-2.17 (d)(3). Results of these audits will be shared with Extension's affirmative action unit representative on an annual basis. On an annual basis, Extension's senior management will be advised of the program's effectiveness, along with recommendations to improve unsatisfactory performance.

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 Office of Workforce Diversity, Equity, and Life Quality as an addendum to the association's Comprehensive Affirmative Action and Diversity Plan.

Statistical Analysis of the Association: Progress Toward Affirmative Action Goals for Program Staff

Pursuant to 41 CFR 60-2.12, a utilization analysis, or determination of the percentage of women and minorities in job groups as compared with availability will be completed for all association job groups for which there were incumbents by Cornell's Office of Workforce Diversity, Equity, and Life Quality.

Although availability information has been provided for women, minorities, and each minority job group, affirmative action goals will be established for women and for minorities as a whole for those job groups that do not meet availability and for which there is not currently over-utilization.

⁷ For this plan year, "availability" data for program positions has been established based on internal and external data or the percentage of minorities and women with the requisite skills for each discipline/field.

Demonstrated Commitment to Developing and Implementing Programs to Advance Diversity and Inclusiveness

Cornell University's "Open Doors, Open Hearts, and Open Minds: Statement on Diversity and Inclusiveness" reflects Cornell Cooperative Extension's desire to have a community that reflects a wide representation of *attribute diversity*⁸ (different personal characteristics such as race, sex/gender, age, national origin, religion, sexual orientation, disability status, veteran status, ex-offender status as well as other bases both protected by federal and local law and generally represented in the community external to the organization) throughout the organization.

A diverse staff is 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 inclusiveness, 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 covered 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 whether and where impediments to recruiting exist in the 56 independent 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 opportunity and to which his/her staff implement action toward 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

⁸ 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.

development and morale, and contribution to the achievement of system-wide objectives. On a broad scale, CCE has delineated the roles and responsibility to implement the equal opportunity and affirmative action program across the CCE System. These are outlined below.

Deans' Responsibility in Implementing the Comprehensive Affirmative Action and Diversity Plan

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 Cooperative Extension's affirmative action goals and programs to address diversity and inclusiveness, 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.

Responsibility of the Director of the Cornell Cooperative Extension System in Implementing the Comprehensive Affirmative Action and Diversity Plan

The statewide Director of CCE works closely with the deans and the affirmative action committees in the 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 Office of Workforce Diversity, Equity and Life Quality, to determine their impact on the university's affirmative action and diversity programs;
- c) partner with Cornell's Office of Workforce Diversity, Equity and Life Quality 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 deans and 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.

Responsibility of Cornell's Office of Workforce Diversity, Equity and Life Quality in Implementing the Comprehensive Affirmative Action and Diversity Plan

The Office of Workforce Diversity, Equity and Life Quality 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 Office of Workforce Diversity, Equity and Life Quality will work closely with CCE's Diversity Catalyst Team and the Extension Human Resources Director in developing equal opportunity and affirmative action policies and procedures and ensuring that they are administered effectively. As it relates to CCE's affirmative action efforts, the Director of the Office of Workforce Diversity, Equity and Life Quality 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) review all CCE policies and procedures, in conjunction with the Extension Human Resources Director, to ensure compliance with external employment regulations and with the university's commitment to diversity and inclusiveness, and to make recommendations to develop and/or revise Extension policies and procedures to ensure compliance;
- c) develop Extension's affirmative action program and monitor the program's success as the foundation for Extension's diversity and inclusion effort including assistance as appropriate to the affiliated 56 extension associations as well as the Extension Human Resource and Affirmative Action officer;
- 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 Diversity and Inclusion Professional Development group and Extension's Human Resource Director to develop programming, in conjunction with other offices, to create a welcoming and inclusive environment for underrepresented groups, including work/life "balance" issues.

Responsibility of Cornell's Recruitment and Employment Center in Implementing the Comprehensive Affirmative Action and Diversity Plan in Partnership with CCE Administration Human Resource Managers

CCE Administration human resource managers can consult with the Recruitment and Employment Center, within the CU 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.

Responsibility of the Cornell Cooperative Extension Administration Human Resource Manager in implementing the Comprehensive Affirmative Action and Diversity Plan

In regards to managing CCE's commitment to affirmative action, the CCE administration human resource manager is responsible for serving as a resource for extension 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 that these responsibilities are carried out;
- c) 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 Officer and/or affirmative action committee, 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 in conjunction with Worker's Compensation and Disability Services to resolve requests for disability-related employment accommodations.

Responsibility of CCE's Affirmative Action Unit Representative (AAUR) in Implementing the Comprehensive Affirmative Action and Diversity Plan

Cornell Cooperative Extension has designated an AAUR 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 Comprehensive Affirmative Action and Diversity Plan. As affiliates, the independent extension associations are represented at this group through 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 Office of Workforce Diversity, Equity and Life Quality and/or the Office of the Vice Provost for Diversity and Faculty Development, and developing and implementing action-oriented programs designed to correct deficiencies in the

representation of women and minorities within the associations' 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, determining which job groups are relevant to his/her unit, and assist 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 the Office of Workforce Diversity, Equity and Life Quality, to discuss challenges in addressing affirmative action goals and to learn about strategies to address them.

Responsibility of the CCE Executive Director of the Association and Supervisors in Implementing the Comprehensive Affirmative Action and Diversity Plan

Managers and supervisors of the association 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 supervisor include:

- a) actively addressing challenges to hiring a diverse workforce that have been identified by the HR manager and/or 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 the Office of Workforce Diversity, Equity and Life Quality 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.

Responsibility of the Association Search Committees in Implementing the Comprehensive Affirmative Action and Diversity Plan

Search committees 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 vacant senior program family positions, including all Resource Educator, Senior Resource Educator, Team Coordinator, Senior Educator, Issue Leader, and Executive Director searches, and sending the plan to CCE's Affirmative Action Unit Representative for approval;
- b) posting each senior program position opening (position title, brief job description, association, and contact) for at least one week within the CCE system and in the *Cornell Career Opportunities*;
- c) engaging in national recruiting efforts to fill senior program 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.

Responsibility of Cornell Cooperative Extension Employees and Volunteers in Implementing the Comprehensive Affirmative Action and Diversity Plan

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

2. *A demonstrated commitment to equal program opportunity in the development and implementation of programs to promote diversity and inclusiveness*

CCE has implemented programs to address diversity and inclusiveness within its workforce. Highlights of CCE statewide diversity efforts are on the CCE web site at www.cce.cornell.edu/diversity.

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 requirements. Reports are submitted to ES-USDA, as required.

An Extension group (i.e., 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 uses 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 that 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.

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

discriminate based on race, color, national origin, gender, age, or disability. All CCE will be cognizant of this condition for association with CCE.

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

3. *The affirmative action program for individuals with disabilities and covered veterans, including the accommodation of diverse physical and developmental abilities.*

The Association's Affirmative Action Programs for Individuals with Disabilities and Covered Veterans

Effective diversity and inclusiveness initiatives are based on established equal opportunity and affirmative action programs to ensure equal access to employment opportunities for individuals with disabilities and for covered veterans. CCE welcomes staff with diverse physical and developmental abilities, and recognizes that neither disability status nor covered 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 covered 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 covered 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 covered veteran 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 covered veterans 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 covered 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 orally or in writing, their local human resources representative or the Worker's Compensation and Disability Services Office. In accordance with the Americans with Disabilities Act and the New York State Human Rights Act, CCE will take such requests seriously. Requests regarding Family Medical Leave Act, return-to-work situations, or short-term disability are referred to CCE's Office of Human Resources.

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 or Cornell's Workers' Compensation and Disability Services Office; 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 covered 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 CCE's Human Resources Office or Cornell's Office of Workforce Diversity, Equity and Life Quality 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 officers, state education agencies, labor organizations, and organizations of or for individuals with disabilities) to provide meaningful employment opportunities to qualified individuals with disabilities and covered veterans.

CCE has established meaningful contacts with appropriate social service agencies, organizations of and for individuals with disabilities and covered 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, who may have had limited contact with individuals with disabilities or with covered veterans in the past. To assure greater employee cooperation and participation in CCE's efforts with respect to individuals with disabilities and covered 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 covered 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 requesting their cooperation;
- d) including articles on the accomplishments of disabled employees and covered veterans in CCE publications; and
- e) including individuals with disabilities and covered veterans in staff handbooks and similar employee publications, when employees are featured in the same.

4. *Access to opportunity/succession planning for all individuals, regardless of their aspect of diversity*

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/administration/profdev/>

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.

The CCE Office of Human Resources convenes meetings to provide information about diversity, equal opportunity and affirmative action with the CCE association executive directors. Specific to affirmative action, the CCE Affirmative Action Unit Representative reviews the associations' specific information and their implementation

responsibilities, including assisting in the identification of problem areas and establishment of association goals and objectives.

5. *A work/life initiative that strives to retain a diverse workforce based on a holistic view of Cornell Cooperative Extension's community members*

The association benefits when staff are viewed and respected as whole persons with identities and lives that extend beyond the workplace. Departments 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.

The CCE system has a number of organizations and programs to address work/life issues for employees. One of CCE's research and program priorities is "Quality of Life for Individuals and Families".

6. *Shared accountability for CCE's mission and commitment to diversity*

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 inclusiveness. CCE regularly holds an orientation program on the Cornell campus for all new Extension educators and other interested staff.

7. *A commitment to community partnerships*

Extension's commitment to public service by staff represents a priority that CCE has incorporated into its goals. Extension recognizes the need to forge constructive alliances with local governments, schools, and other community-based associations, expanding outreach to diverse communities, enhancing access and promoting understanding to overcome bias and discrimination, and fostering principles of diversity and inclusion. CCE has engaged in a number of activities to continue its commitment to community partnerships.

8. *A demonstrated commitment to continuous learning*

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 inclusiveness, 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.

9. *Participatory work and learning 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. See website on CCE Program Councils and Program Work Teams for opportunities that

county staff have for input on statewide issues and programs:
<http://www.cce.cornell.edu/admin/program/pwts/>.

10. *Recognition of the organizational culture and process*

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.

11. *Communication/information sharing*

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.

12. *Collaborative conflict resolution processes that provide an opportunity to address issues that impact our commitment to diversity.*

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 (code 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.

APPENDIX A:

Statement of Commitment to Diversity from the Director of Cornell Cooperative Extension

Cornell Cooperative Extension (CCE) has a solid commitment to diversity, 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 through the United States Department of Agriculture. CCE's mission, vision and values are well entrenched in the principles of diversity, equal opportunity and affirmative action, and provide the foundation from which we operate.

Cornell Cooperative Extension 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, gender, nationality, religious beliefs, age, sexual orientation, veteran status, or disability; and 3) the values of diversity and inclusiveness in employment and in educational programs. Employment and educational opportunities are equally accessible and provided to all persons. CCE maintains that affirmative action policies are an effective means of aiding groups that have been historically marginalized and excluded from equal access to opportunity.

As part of a national extension diversity consortium, Cornell Cooperative Extension's Diversity Specialist and the Diversity and Inclusion Professional Development Team lead CCE's work in understanding differences and diversity management skill initiatives geared to creating an inclusive organization. The team regularly presents workshops at CCE's annual conference; facilitates "Team and Supervisory Relationships" and "Supervisor Development Certificate" programs for staff; identifies and supports opportunities for ongoing staff development in the areas of diversity, inclusion and diversity management; ensures the CCE Plan of Work process is inclusive; maintains a CCE Diversity website; educates about inclusive program development and implementation; and clarifies roles, responsibilities, and accountabilities in CCE's affirmative action and comprehensive diversity plan.

Cornell Cooperative Extension participated in a diversity climate assessment study to learn about the perceptions and experiences of our employees; to identify strengths and challenges for strategic planning; and to benchmark progress for inclusiveness. The survey was distributed to county, regional and CCE campus administration employees with a fifty-one percent response rate. While the survey results were mostly favorable, they also reflect an opportunity and challenge for CCE to continue building a more inclusive organization internally and externally and help us establish benchmarks for organizational change and development. Our current Welcoming and Inclusive Work Environment Initiative with three distinct county associations will provide additional baseline information and help identify additional strategies and best practices for creating work environments in which our staff can fully contribute their talent and skills to enhance the effectiveness and impact of our programming.

I am personally committed to supporting an assertive and effective affirmative action policy in Cornell Cooperative Extension and expect each member of the extension community to join me by renewing your individual support for all of CCE's diversity efforts.

Helene Dillard
Director, Cornell Cooperative Extension

Statement of Commitment to Diversity from Executive Director, Cornell Cooperative Extension of Otsego County

Dear Colleagues:

The Cornell Cooperative Extension (CCE) Association of Otsego County has a solid commitment to diversity, 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 through the United States Department of Agriculture. CCE's mission, vision and values are well entrenched in the principles of diversity, equal opportunity and affirmative action, and provide the foundation from which we operate.

The Cornell Cooperative Extension Association of Otsego 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, gender, nationality, religious beliefs, age, sexual orientation, veteran status, or disability; and 3) the values of diversity and inclusiveness in employment and in educational programs. Employment and educational opportunities are equally accessible and provided to all persons. CCE maintains that affirmative action policies and practices are an effective means of aiding groups that have been historically marginalized and excluded from equal access to opportunity.

As part of a national extension diversity consortium, Cornell Cooperative Extension's Diversity Specialist and the Diversity and Inclusion Professional Development Team lead CCE's work in understanding differences and diversity management skill initiatives geared to creating an inclusive organization. The team regularly presents workshops at CCE's annual conference; facilitates "Team and Supervisory Relationships" and "Supervisor Development Certificate" programs for staff; identifies and supports opportunities for ongoing staff development in the areas of diversity, inclusion and diversity management; ensures the CCE Plan of Work process is inclusive; maintains a CCE Diversity website; educates about inclusive program development and implementation; and clarifies roles, responsibilities, and accountabilities in CCE's affirmative action and comprehensive diversity plan.

The Cornell Cooperative Extension Association of Otsego County participated in a diversity climate assessment study to learn about the perceptions and experiences of our employees; to identify strengths and challenges for strategic planning; and to benchmark progress for inclusiveness. The survey was distributed to employees statewide with a fifty-one percent response rate. While the survey results were mostly favorable, they also reflect an opportunity and challenge for CCE to continue building a more inclusive organization internally and externally and help us establish benchmarks for organizational change and development. Our state Welcoming and Inclusive Work Environment Initiative with three distinct county associations will provide additional baseline information and help identify additional strategies and best practices for creating work environments in which our staff can fully contribute their talent and skills to enhance the effectiveness and impact of our programming.

I am personally committed to supporting an assertive and effective affirmative action policy in Cornell Cooperative Extension and expect each member of the CCE Association of Otsego County to join me in supporting all of the organization's diversity efforts. For more information on CCE's diversity initiatives and resources, visit <http://diversity.cce.cornell.edu/>.

Executive Director, Cornell Cooperative Extension Association of Otsego County

APPENDIX B: Association Utilization Analysis

Look for your association's information in the headings of each page.

[Utilization Statistics - County Associations.pdf](#)

Otsego County's utilization analysis is attached in the following pages.



Cornell Cooperative Extension 2008 Affirmative Action Job Group

Otsego Cnty Coop Ext Assn

		Women	Minorities	Black	Hispanic	Asian	Native American
1C1 Administrative University Officers	Availability	78.20	0.00	2.40	0.00	0.00	0.00
CCE (1)	Utilization	0.00	0.00	0.00	0.00	0.00	0.00
2X1 Educator	Availability	81.20	5.90	0.00	4.70	0.00	0.00
CCE (5)	Utilization	80.00	0.00	0.00	0.00	0.00	0.00
3H1 Program Aides	Availability	82.90	1.10	0.00	0.00	0.00	0.80
CCE (5)	Utilization	100.00	0.00	0.00	0.00	0.00	0.00
5B1 Financial Assistants	Availability	94.30	3.30	0.00	0.00	1.30	0.00
CCE (1)	Utilization	100.00	0.00	0.00	0.00	0.00	0.00
5D1 Administrative Assistants, Entry	Availability	95.30	2.50	1.90	0.40	0.00	0.00
CCE (1)	Utilization	100.00	0.00	0.00	0.00	0.00	0.00
5F1 Senior Administrative Assistant	Availability	63.90	0.00	0.00	0.00	0.00	1.30
CCE (1)	Utilization	100.00	100.00	0.00	100.00	0.00	0.00
9E1 Custodians	Availability	21.40	9.00	6.10	0.00	0.00	2.50
CCE (1)	Utilization	0.00	0.00	0.00	0.00	0.00	0.00



Cornell Cooperative Extension 2008 Affirmative Action Job Group

Otsego Cnty Coop Ext Assn

	Women	Minorities	Black	Hispanic	Asian	Native American
Total						
CCE (15)	80.00	6.67	0.00	6.67	0.00	0.00

APPENDIX C: CCE Affirmative Action and Diversity Compliance Review Checklist

Cornell Cooperative Extension of Otsego County Basics for Civil Rights, Human Resources and Safety Legal Compliance/Risk Management

The person accountable for Equal Employment Opportunity/Equal Program Opportunity (EEO/EPO) in the association is Dinnie Sloman.

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, gender, sexual orientation, age, marital or family status, veteran status, or disability. 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 provides equal program and employment opportunities"*, 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 Otsego County provides equal program and employment opportunities."*)

Every brochure made available by an extension association must contain the following, whether or not it was actually published/put out by the association: *"Cornell Cooperative Extension in Otsego County provides equal program and employment opportunities."*

2. _____ Legally required office postings are visibly displayed.
 - Cornell Cooperative Extension At Work with New Yorkers – Equal Opportunity Policy Statement – Contact Karen Rizzo at ker6@cornell.edu.
 - 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) – <http://www.health.state.ny.us/nysdoh/rtk/rtk.htm>
 - "Equal Employment Opportunity is the Law" (EEOC-P/E-1) – <http://www.dol.gov/esa/regs/compliance/posters/pdf/7975epos.pdf>
 - Unemployment – New York State Department of Labor, Unemployment Insurance Division – Contact Karen Rizzo at ker6@cornell.edu. "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 - Your Rights Under the Fair Labor Standards Act – <http://www.dol.gov/esa/whd/regs/compliance/posters/flsa.htm>
- New York State - The New York State Minimum Wage increased to \$6.00 effective January 1, 2005. Please download the new poster at http://www.labor.state.ny.us/formsdocs/wp/1S207_rev_2006.pdf
- State of New York, Division of Human Rights (Discrimination based on Race, Creed, Age, Color, Disability, National Origin, Sex, or Marital Status is prohibited by the NYS Human Rights Law (including add-on poster re: Military Status and Sexual Orientation which can be printed from the following site: <http://www.dhr.state.ny.us/pdf/NYS%20Human%20Rights%20poster.pdf> or you may contact the New York State Division of Human Rights at 718/741-8400 (option 2 for public information) to request a copy for your association.
- “Your Rights under the Family and Medical Leave Act of 1993 - (U.S. Department of Labor) – <http://www.dol.gov/esa/regs/compliance/posters/pdf/fmlaen.pdf>
- Job Safety and Health Protection (Department of Labor) <http://www.labor.state.ny.us/workerprotection/safetyhealth/PDFs/PESH/sh908.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.staff.cce.cornell.edu/hr/HROPT/Election%20Law%20Poster1.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 http://www.dol.gov/vets/programs/userra/USERRA_Private.pdf

Recommended office postings and resources:

- “And Justice For All” – United States Department of Agriculture (Form AD-475A) – <http://www.fns.usda.gov/cr/justice.htm>
- You Have a Right to a Safe and Healthful Workplace - It’s The Law (OSHA 3165) – <http://www.osha-slc.gov/Publications/osha3165.pdf>
- Sexual Harassment Policy 403 - [http://www.staff.cce.cornell.edu/hr/hr-policyproc-manual/New_Policy_Manual/403%20\(A\).htm](http://www.staff.cce.cornell.edu/hr/hr-policyproc-manual/New_Policy_Manual/403%20(A).htm)

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

Mail/fax/email outreach lists include people, formal and informal 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 “Individuals who bring a diverse perspective and are supportive of diversity are strongly encouraged to apply.”

4. _____ Program participant data (by number, gender, racial group) is constantly collected and reported accurately for programs as part of annual plan of work process. Also 4-H youth development enrollment data (by name, 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 and improve the effectiveness of outreach efforts.

5. _____ Accessibility information is on all program fliers/information.

“Please contact the Cornell Cooperative Extension of Otsego County office if you have any special needs.”

6. _____ A composite sketch of the board, committees, and subcommittees identifying age, experience, gender, and racial background is on file in the unit/organization.

The purpose of gathering as much information as possible 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 inclusiveness is understood by all staff.

Staff members should be introduced to CCE’s “Staff Skills for Success” which include “inclusiveness” and appropriate demonstrated behaviors are expected of all staff. All position descriptions must reflect a level of accountability for ensuring inclusiveness and must be on file.

8. _____ Documentation and attendance records are kept for staff meetings where diversity and harassment training and discussions occur.

9. _____ Minutes of the Board’s annual discussion of the association Comprehensive Affirmative Action and Diversity Plan (CAADP) and association obligations are on file.

10. _____ All search committees discuss recruiting diverse talent and review legal search processes.

The person accountable for Human Resources in the association is Dinnie Sloman.

11. _____ Association policies are updated, adopted and distributed. Supervisors are aware of the procedural guidelines web page. *Policy templates* are at:

http://www.staff.cce.cornell.edu/hr/hr-policyproc-manual/New_Policy_Manual/CCE_TOC.htm

Procedural guidelines are at:

<http://www.staff.cce.cornell.edu/hr/HROPT/NewProcGuide/Proceduresindex.htm>

12. _____ All positions are reclassified under the new classification titles and appropriate approvals from CCE Administration are received. All association exempt positions have been reviewed and approved by CCE Administration Human Resources.
13. _____ All Sr. Educator positions are compensated at or above the relevant salary minimum.
<http://www.staff.cce.cornell.edu/hr/Compensation-Classification/index.htm>
14. _____ All Sr. Educator positions have a current conferral of title extended by the Director of Cornell Cooperative Extension
<http://staff.cce.cornell.edu/hr/HROPT/NewProcGuide/Employment/303proc.htm>
15. _____ Complete search files are kept 3 years and include Affirmative Action Summary and all documentation (See CCE Staffing Toolkit at:
<http://www.staff.cce.cornell.edu/hr/empserv/StaffingTk/index.html>).
16. _____ Performance Development Reviews are conducted annually and are on file for all staff.
<http://www.staff.cce.cornell.edu/hr/HROPT/NewProcGuide/Employment/311proc.htm>
17. _____ All new staff participate in formal orientation process.
- The following link is geared toward educators but can serve as a template for other than educator orientation. <http://www.staff.cce.cornell.edu/hr/newstaff/index.htm>
18. _____ Official personnel files are up to date, include proper documents and follow the required retention regulations. [http://staff.cce.cornell.edu/hr/hr-policyproc-manual/New_Policy_Manual/309%20\(A\).htm](http://staff.cce.cornell.edu/hr/hr-policyproc-manual/New_Policy_Manual/309%20(A).htm)
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/hr/HROPT/NewProcGuide/702worktime.html>

The person accountable for Safety in the association is Dinnie Sloman.

20. _____ Right to Know regulations are implemented and available, including location of Material Safety Data Sheets (MSDS).
<http://staff.cce.cornell.edu/hr/HROPT/NewProcGuide/1101proc.html>
21. _____ Emergency evacuation procedures are in place, posted and communicated and there is a formal Disaster Plan in place for continuation of association operations and safe storage of critical organizational records in event of fire, power outages and storms
22. _____ Staff have been trained in these procedures and have participated in drills.
23. _____ Department of Occupational Safety and Health record of workplace injuries and illnesses is kept up to date and a summary is posted each year.
http://www.labor.state.ny.us/business_ny/employer_responsibilities/safety_health.html#PESH

The person accountable for Records in the association is Mary Teller.

24. _____ The association maintains a records list and responds to all Freedom of Information requests in a timely manner under the state Open Government legislation. Regulations may be found at: <http://www.dos.state.ny.us/coog/freelaw.html>

Executive Director Signature

Board President Signature

Date