

EMPLOYMENT RECOMMENDATIONS AND RESPONSES

Recommendation 1

Develop and submit to CSREES-USDA, within 90 days of the report's release date, a plan which specifies actions and plans to correct the equal employment opportunity findings set forth in the employment section of this report.

On July 20, 2000, Dr. Theodore R. Alter, Director of Penn State Cooperative Extension (PSCE) requested a one-month extension for submitting the Pennsylvania response to the Civil Rights Compliance Review Report from Dr. Charles Laughlin, Administrator, CSREES. On July 27, 2000 an email response was received from Mr. Deville granting the extension as requested.

Recommendation 2

Develop an Affirmative Employment Plan (AEP) applicable to PSCE. The AEP should identify utilization, nonutilization, underrepresentation, and barriers in the Extension workforce. It should address such program elements as recruitment and hiring, promotion, organization and resources as well as relevant employment matters that require monitoring and evaluation. A copy of this AEP should be submitted with response, within 90 days of this report's release time.

Workforce Utilization

In response to the recommendations from CSREES, Penn State Cooperative Extension (PSCE) has developed and outlined a variety of strategies to be implemented and actions to be taken to ensure that equal opportunity policies and procedures are followed when filling positions within the organization. These strategies should help ensure that future hires will reflect the diversity within the Commonwealth. Components of the plan include population utilization, under-representation and barriers within the workforce; renewed recruitment and retention efforts; and strategies for correcting any barriers that may exist which prohibit minorities and underrepresented groups from being successful professionals within PSCE.

The table on the next page reflects employment utilization goals and workforce availability by administrative regions for the College of Agricultural Sciences Extension Agents as identified in the Penn State University Affirmative Action Plan, September 1999. (Complete plan can be viewed at <http://www.psu.edu/dept/aaoffice>).

Aggressive recruitment efforts must be made in all eight extension administrative regions to achieve the utilization goals as identified in the University's Affirmative Action Plan. By 2003, the diversity of the Penn State Cooperative Extension agent staff will be

**UTILIZATION GOALS
ADMINISTRATIVE & NON FACULTY
UNIVERSITY PARK
SEPTEMBER 30, 1999**

College of Agricultural Sciences/ Extension Agents EEO-6 Category 3	Total	Minority		Women		Availability		Goal	
		N	%	N	%	Minority %	Women %	Minority %	Women %
Capital	48	1	2.1%	18	37.5%	4.2	54.3	4.2	54.3
North Central	23	0	0.0%	10	43.5%	4.4	52.7	4.4	52.7
Northeast	24	0	0.0%	13	54.2%	1.9	56.2	1.9	
Northwest	35	0	0.0%	15	42.9%	3.4	57.1	3.4	57.1
South Central	27	0	0.0%	14	51.9%	1.7	56.9	1.7	56.9
Southeast	63	4	6.3%	40	63.5%	14.1	54.0	14.1	
Southwest	44	2	4.5%	27	61.4%	6.4	53.4	6.4	
Susquehanna	24	0	0.0%	8	33.3%	2.0	54.6	2.0	54.6
Total	288	7	2.4%	145	50.3%				

Availability was taken from the Pennsylvania Affirmative Action Program, Program Planning Data 1998, issued by the Department of Labor and Industry's Bureau of Research and Statistics. The category used was Professional Specialty, and availability percents are weighted averages of the counties within these regional groupings:

- Capital: Adams, Cumberland, Dauphin, Franklin, Lebanon, Lancaster, York*
- North Central: Cameron, Centre, Clearfield, Clinton, Elk, Jefferson, McKean, Potter*
- Northeast: Carbon, Lackawanna, Luzerne, Monroe, Pike, Susquehanna, Wayne, Wyoming*
- Northwest: Clarion, Crawford, Erie, Forest, Lawrence, Mercer, Venango, Warren*
- South Central: Bedford, Blair, Cambria, Fulton, Juniata, Huntingdon, Mifflin, Perry, Somerset*
- Southeast: Berks, Bucks, Chester, Delaware, Lehigh, Montgomery, Northampton, Philadelphia, Schuylkill*
- Southwest: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Washington, Westmoreland*
- Susquehanna: Bradford, Columbia, Lycoming, Montour, Northumberland, Snyder, Sullivan, Tioga, Union*

increased by five percent. To achieve this goal by 2003, a number of recruitment strategies will be implemented by Penn State Cooperative Extension. Those strategies are outlined in responses to recommendations 3 through 9 of this document.

Employment targets for each region will be as follows:

<u>Region</u>	<u>Minority target</u>	<u>Female target</u>
Capital	2	26
North Central	1	12
Northeast	1	14
Northwest	2	20
South Central	1	16
Southeast	9	34
Southwest	3	24
Susquehanna	<u>1</u>	<u>13</u>
	20	69

Based on 1990 census data, every extension administrative region has at least one county with a combined minority population comprising five percent (5%) of the total population. While searches for all positions will be conducted according to established equal employment opportunity guidelines and procedures, aggressive searches to attract and hire minority applicants will be conducted in those counties having minority populations greater than 5% (Allegheny, Beaver, Berks, Bucks, Centre, Chester, Dauphin, Delaware, Erie, Huntingdon, Lancaster, Lehigh, Mercer, Montgomery, Monroe, Northampton, Philadelphia, Union and York) when positions become vacant.

In reviewing the preceding data for “professional specialty,” the Extension Leadership Team felt it was also important to look at the current total workforce included in facilitating/conducting Penn State’s Cooperative Extension program at the local level. The numbers in the above matrix do not adequately reflect county support personnel, and other program aides/program assistants (urban gardening; nutrition education - both EFNEP and NEP; CYFAR; youth development, home horticulture, tobacco coalition, food systems coordinator, child care and agriculture economic development). The information for each region in the tables that follow provides an overview of the workforce charged with delivering comprehensive cooperative extension education programs in each of Pennsylvania’s 67 counties. Although not required for this report, Regional Directors were also asked to indicate employees who are physically challenged.

Data supplied by the Regional Directors, August 2000, show the current workforce as follows:

Barriers and Organization Climate

**SOUTH CENTRAL
EMPLOYMENT GRID***

Occupational Categories	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		TOTAL		PHYSICALLY CHALLENGED	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<i>Extension Agents</i>	12	13	0	0	1	0	0	0	0	0	13	13	0	0
NEAS	0	2	0	0	0	0	0	0	0	0	0	2	0	0
<i>Staff Support</i>	0	14	0	0	0	0	0	0	0	0	0	14	0	0
<i>Program Assistants/ Program Aides</i>	0	1	0	0	0	0	0	0	0	0	0	1	0	0
<i>County Paid Educators</i>	0	1	0	0	0	0	0	0	0	0	0	1	0	0
TOTALS	12	31	0	0	1	0	0	0	0	0	13	31	0	0

20 or more hours per week
*Data as of August 2000

*Indicate program areas served for assistants/aides: Youth Development in Juniata County

**SOUTHEAST REGION
EMPLOYMENT GRID***

Occupational Categories	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		TOTAL		PHYSICALLY CHALLENGED	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<i>Extension Agents</i>	21	33	1	3	0	0	0	0	0	0	22	36	0	0
NEAS	0	5	0	7	0	0	0	0	0	0	0	12	0	0
<i>Staff Support</i>	0	23	0	5	0	0	0	0	0	0	0	28	0	0
<i>Program Assistants/ Program Aides</i>	0	19	1	1	0	0	0	0	0	0	1	20	0	0
<i>County Paid Educators</i>	1	1	0	0	0	0	0	0	0	0	1	1	0	0
TOTALS	22	81	2	16	0	0	0	0	0	0	24	97	0	0

20 or more hours per week
*Data as of August 2000

**CAPITAL REGION
EMPLOYMENT GRID***

Occupational Categories	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		TOTAL		PHYSICALLY CHALLENGED	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<i>Extension Agents</i>	29	16	0	0	0	0	0	0	2	0	31	16	0	0
<i>NEAS</i>	0	2	0	0	0	2	0	0	0	0	0	4	0	0
<i>Staff Support</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Program Assistants/ Program Aides</i>	1	17	0	0	0	0	0	0	0	0	1	17	0	0
<i>County Paid Educators</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	30	35	0	0	0	2	0	0	2	0	32	37	0	0

20 or more hours per week
*Data as of August 2000

*Indicate program areas served for assistants/aides: Home Hort, 4-H Youth Development, Ag Economic Development, Tree Fruit, Child Care and Family Strengths

**NORTH CENTRAL
EMPLOYMENT GRID***

Occupational Categories	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		TOTAL		PHYSICALLY CHALLENGED	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<i>Extension Agents</i>	16	10	0	0	0	0	0	0	0	0	16	10	0	2
<i>NEAS</i>	0	3	0	0	0	0	0	0	0	0	0	3	0	0
<i>Staff Support</i>	0	16	0	0	0	0	0	0	0	0	0	16	0	0
<i>Program Assistants/ Program Aides</i>	0	4	0	0	0	0	0	0	0	0	0	4	0	0
<i>County Paid Educators</i>			0	0	0	0	0	0	0	0			0	0
TOTAL	16	33	0	0	0	0	0	0	0	0	16	33	0	0

**NORTHEAST REGION
EMPLOYMENT GRID***

Occupational Categories	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		TOTAL		PHYSICALLY CHALLENGED	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<i>Extension Agents</i>	10	13	0	0	0	0	0	0	0	0	10	13	0	0
<i>NEAS</i>	0	2	0	0	0	0	0	0	0	0	0	2	0	0
<i>Staff Support</i>	0	19	0	0	0	0	0	0	0	0	0	19	0	0
<i>Program Assistants/ Program Aides</i>	1	6	0	0	0	0	0	0	0	0	1	6	0	0
<i>County Paid Educators</i>	11	0	0	0	0	0	0	0	0	0	11	0	0	0
TOTALS	22	40	0	0	0	0	0	0	0	0	22	40	0	0

20 or more hours per week
*Data as of August 2000

**NORTHWEST REGION
EMPLOYMENT GRID***

Occupational Categories	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		TOTAL		PHYSICALLY CHALLENGED	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<i>Extension Agents</i>	20	17	0	0	0	1	0	0	0	0	20	18	0	0
<i>NEAS</i>	0	2	0	1	0	0	0	0	0	0	0	3	0	0
<i>Staff Support</i>	0	19	0	0	0	0	0	0	0	0	0	19	0	0
<i>Program Assistants/ Program Aides</i>	1	0	1	1	0	0	0	0	0	0	2	1	0	0
<i>County Paid Educators</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	21	38	1	2	0	1	0	0	0	0	22	41	0	0

20 or more hours per week
*Data as of August 2000

SOUTHWEST REGION
EMPLOYMENT GRID*

Occupational Categories	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		TOTAL		PHYSICALLY CHALLENGED	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<i>Extension Agents</i>	16	28	1	1	0	0	0	0	0	0	17	29	0	0
<i>NEAS</i>	0	9	0	7	0	0	0	0	0	0	0	16	0	0
<i>Staff Support</i>	0	26	1	1	0	0	0	0	0	0	1	27	0	0
<i>Program Assistants/ Program Aides</i>	0	7	0	0	0	0	0	0	0	0	0	7	0	0
<i>County Paid Educators</i>			0	0	0	0	0	0	0	0			0	0
TOTALS	16	70	2	9	0	0	0	0	0	0	18	79	0	0

20 or more hours per week
*Data as of August 2000

SUSQUEHANNA REGION
EMPLOYMENT GRID*

Occupational Categories	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		TOTAL		PHYSICALLY CHALLENGED	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<i>Extension Agents</i>	18	11	0	0	0	0	0	0	0	0	18	11	0	0
<i>NEAS</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Staff Support</i>	0	17	0	0	0	0	0	0	0	0	0	17	0	
<i>Program Assistants/ Program Aides</i>	0	4	0	0	0	0	0	0	0	0	0	4	0	1
<i>County Paid Educators</i>	2	2	0	0	0	0	0	0	0	0	2	2	0	0
TOTALS	20	34	0	0	0	0	0	0	0	0	20	34	0	1

20 or more hours per week
*Data as of August 2000

Within the next year, the following steps will be taken to identify any barriers that are perceived to have a negative effect on the recruitment and retention of minorities and underrepresented groups within the PSCE workforce.

*All recruitment documents currently being used will be reviewed to ensure that our commitment to diversity is reflected.

*The “Campus Climate Survey” recently distributed to faculty and staff within the College of Agricultural Sciences will be reviewed to see if barriers to successful recruitment and/or retention have been identified. Results of the survey will be summarized and available for review during the 2000 academic year.

*If barriers exist, strategies will be developed by the Extension Leadership Team and the Office of Human Resources prior to June 1, 2001 to eliminate either real or perceived barriers.

Exit interviews will be conducted with individuals from minority or underrepresented groups to determine if adverse climate and/or working conditions contributed to their decision to terminate employment with PSCE. Reports of barriers will be reported to the Director of Penn State Cooperative Extension and the College of Agricultural Sciences EEO Coordinator, and appropriate actions will be taken to eliminate barriers. Exit interviews may be conducted by staff of the College’s Office of Human Resources, or by the Regional Director.

By December 31, 2000, and annually thereafter, the Director and Associate Director will hold a meeting to which all minority staff members will be invited to discuss organizational climate related to employment issues. If necessary, action will be taken to improve conditions that have a negative impact on minority and underrepresented groups.

Promotion Procedures

Penn State Cooperative Extension utilizes a promotion process with a clearly identified set of criteria for each of the professional extension agent ranks. Those eligible for promotion are assured “due process” as provision is made for reviews by the immediate supervisor, the Regional Director, a regional review committee, and a state review committee. Both regional and state review committees are elected by their peers. (See “Pennsylvania State University Cooperative Extension Agent Ranks Promotion Criteria” in Appendix A.)

Recommendation 3

Issue a written statement over the signature of the Director which sets forth his legal obligation and policy for equal employment opportunity as well as a commitment to nondiscrimination. A copy of such internal communication should be submitted with response within 90 days of the release of this report.

A letter has been prepared by the Director of Penn State Cooperative Extension (PSCE), and sent to all individuals within the organization who have responsibility for recruiting, hiring and retaining employees. That letter (copy in Appendix B) affirms the Director and Associate Director's commitment to equal employment opportunities for all positions within the organization. Individuals were reminded to use existing resources such as grassroots lists, established minority contacts in the community, and the "Directory of Diverse Organizations in Pennsylvania" published by Ingram and Locker to solicit the input of key contacts within diverse populations to ensure that a diverse applicant pool is developed for each position to be filled.

Recommendation 4

Recruitment – Reassess the PSCE recruitment program and improve efforts to recruit and hire minority professionals for state and county positions. Target those Extension categories of major professional occupations where minority males and females are not represented or severely underrepresented. Established employment objectives should have a Black and other minority male/female focus intended to correct the adverse impact that current employment decisions are having on minority group members.

The Extension Leadership Team has reviewed the recruitment and hiring processes for field based educators for positions within PSCE. As a result, the following steps have been taken and will be implemented or enhanced to improve efforts to recruit and hire professionals from minority or underrepresented groups.

*Improvement has been made in the manner in which individuals whose applications are in the minority vitae bank are informed of positions within PSCE. (See Appendix C for memo regarding PSCE vitae bank.) When individuals submit applications for consideration, they are asked to declare specific areas in which they are interested. As positions then become vacant, individual personal letters, along with a copy of the position announcement are sent to the perspective applicant encouraging submission of formal application including a letter of interest, transcripts and updated vitae. Complete applications are given to the respective Regional Director for review with other applications. Prior to issuing an invitation to candidates to interview for a position, the Regional Director must submit a written statement to the EEO Coordinator of all applicants with justification for why minority applicants are not being invited to interview for the position. The EEO Coordinator reviews all comments and if satisfied that justification and responses are appropriate, authorizes the Regional Director to proceed with invitations to interview. If the EEO Coordinator has questions about the justification and feels a minority or underrepresented applicant should be interviewed, he will discuss with the Regional Director and/or the Director or Associate Director and a decision will then be made as to the potential interview status of applicant.

*Beginning immediately additional opportunities will be sought and utilized to publicize potential career opportunities with PSCE. Currently, a variety of sources, including local newspaper advertising (including print media which

serves the minority population) and established mailing lists (USDA Job Line; CSREES Job Line; Affirmative Action Register; AG/HRNET listserve; and Hispanic Outlook) are used to publicize extension positions. In addition, advertisements are placed in newsletters of the Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS). A contact was recently made to place an advertisement in the annual meeting program of the “Hispanic Association of Colleges and Universities.” We will also explore opportunities to advertise positions via the AAFCS Job bank website and “diversity—request @reeusda” which contains position announcements.

*The EEO Coordinator has developed a recruitment package which he provides to individuals who express an interest in career opportunities with PSCE, or who he perceives have the potential to be considered for an extension position. In June, 2000, the Associate Director of PSCE met with the EEO Coordinator to review the contents of the packet, suggested new/revised pieces of information to be included, and discussed additional strategies for recruitment. The EEO Coordinator was asked to meet with Regional Directors and the Extension Leadership Team to share the process used for recruitment as well as to provide a copy of the recruitment package to all Regional Directors.

*At the above meeting, the Associate Director also offered to work with the EEO Coordinator in presenting a short program during a meeting of the Penn State MANRRS chapter to discuss employment opportunities within the PSCE. Additionally, the Associate Director of Cooperative Extension will be meeting with the Assistant to the Dean for Minority Affairs in September 2000, to discuss strategies for enhancing recruitment and employment efforts. The Assistant to the Dean for Minority Affairs is responsible for developing programs to market undergraduate and graduate programs to underrepresented ethnic/cultural groups and to recruit and retain minority students in the College of Agricultural Sciences.

*A new recruitment brochure will be developed and ready for distribution by March 2001 reflecting career opportunities at all levels within the PSCE organization. Text and photographs will be developed with sensitivity to minority and underrepresented populations. The Associate Director will provide the leadership for this project.

*The Minority Internship Program was revised in March 1999 to more directly tie it to the academic program of the College of Agricultural Sciences and specifically, the Department of Agriculture and Extension Education. Recruitment efforts by the EEO Coordinator will continue to be targeted to multiple colleges and campuses within the Penn State University System; however, credit for this internship program will be awarded through the Department of Agricultural and Extension Education. Under the revised guidelines students will receive a tuition grant to cover the number of credits being taken; an hourly wage equal to approximately \$3000 (funding provided from the Director’s Office and Regional Directors budgets); and support will be

provided by the county for local needs, i.e., office space, materials to carry out projects and local travel expenses. Information related to the Minority Internship Program is found in Appendix D. A meeting called by the Associate Director, will be held each fall to review the minority internship program and discuss strategies for its implementation during the new academic year.

*A listing of all four year institutions of higher education within the Commonwealth with degree programs relevant to Cooperative Extension positions has been provided to the eight Regional Directors. Within the next year, contacts will be made with individuals in career centers to share information on careers within PSCE. Regional Directors will contact at least five institutions annually, beginning with those having the highest minority population. Opportunities to participate in "career fairs" will be pursued and, as appropriate and schedules allow, Regional Directors and staff within the region and/or the Equal Employment Opportunity Coordinator for the College will encouraged to participate. Regional Directors will annually report contacts made and responses as part of their Civil Rights/Affirmative Action accomplishments which will accompany their regional summary of "Desk Audit" information from each county in their region. To facilitate entry of more minorities into PSCE, the Extension Leadership Team will work with the Office of Human Resources to explore the establishment of a new entry level position.

*The responsibilities of the EEO Coordinator position are currently being reviewed and will include responsibility for employment recruitment. In the future, it will be important for the EEO Coordinator to work with Regional Directors to coordinate recruitment strategies including potential participation in "career fair" opportunities.

*At the August 22, 2000 meeting of the Extension Leadership Team, Dr. Josephine Carubia, Coordinator of Student Programs and Service Learning, from the Schreyer Honors College at University Park lead a discussion on potential internship opportunities within PSCE for undergraduate student scholars. The opportunities are designed to provide an educational, service learning experience for undergraduate students within the Honors College with field based extension educators. It is hoped that this opportunity will create an interest in potential future employment by program participants, some of whom may be minority students, from the Schreyer College. Dr. Cheryl Achterberg, Dean of the Schreyer Honors College and Director Alter, Director of Penn State Cooperative Extension, have each made an initial financial commitment of \$10,000 to support this project. Educational experiences provided by this partnership could provide fertile recruiting grounds for new extension employees at the conclusion of the students' undergraduate experience.

*Recruitment of potential employees begins with recruitment of a larger student population into undergraduate programs in the College of Agricultural Sciences at Penn State. As part of the 2000 "Extension Program Priorities Initiative," a team

of extension field based educators and university faculty and staff were awarded a \$25,000 grant to develop a new CD ROM and accompanying educational materials on "Agricultural Career Exploration." Currently being completed, the CD ROM will focus on career opportunities in Food Technology, Agri-Business, Agriculture and Extension Education, Plant Science, Natural Resources and Agronomy and Soil Sciences. The CD ROM will be accompanied by a training video for teachers, guidance counselors and extension educators and a workbook and other resources for direct use by students. Although not specifically targeted to minority and underrepresented high school students, it is anticipated that they will be part of a variety of groups exposed to this new career information.

*The Department of Agriculture and Extension Education recently received approval to offer a new graduate degree, "Masters in Youth and Family Education." It is hoped that this new degree will attract minority and underrepresented graduate students to the Department. Opportunities to meet with the students to discuss potential careers as a PSCE educator will be pursued by the Associate Director and/or State Program Leader for Children, Youth and Families with the Department Head during the Spring semester.

*The Extension Leadership Team is currently in the process of developing a new position announcement for 4-H/youth development positions. Position responsibilities, as well as appropriate degree majors are being reviewed and redefined. More contemporary degree options such as Early Childhood Education, Urban Early and Middle Childhood Education, Health Education, Collaboration and Community Building, Human Services, Curriculum and Institution are desirable for today's 4-H/youth development educators than are "traditional" expertise degrees. The revised position description will be ready for implementation by October 1, 2000.

Recommendation 5

Integrate an affirmative enrichment program into the Extension employment process. The employment effort should have a Black and other minority group member focus intended to correct the conspicuous absence or underrepresentation of racial/ethnic professionals in regional directors, county directors and Extension agents. Established EEO objectives should be reviewed by all line Extension supervisors and specifically discussed with members of all search/screening committees. This should be done on a routine basis with particular emphasis on those positions to which an EEO objective can likely be met. Provide plans noting action taken that will continue to be carried out in Extension. Plans should be provided within 90 days of the release date of this report.

The process for assuring an affirmative approach to the employment process for Penn State Cooperative Extension has been reviewed. As a result, the following steps will be reviewed with all individuals who have responsibilities for employment.

*In developing the search/screening process, Regional Directors will emphasize the need to include members of minority or underrepresented populations on the local search committee. This is currently being done with searches and representation and titles of committee members is noted in the "Positive Interview" form that is submitted to the EEO Coordinator to review and approve before candidates can be contacted and invited to a formal interview. Individuals representing minority populations will continue to be full and active members of the search committee.

*Regional Directors and County Extension Directors will be reminded of their responsibility to conduct an affirmative employment process and the responsibility to "reach out" to minority and underrepresented groups at the onset of an employment search. Those leaders will be reminded that local grassroots organizations should be contacted (via phone call or personal letter) to announce the availability of a position and a position announcement shared with encouragement to distribute to anyone who may be qualified for or interested in the position. In addition to local grassroots lists which are on file in each county office, the "Directory of Diverse Organizations in Pennsylvania" developed by Dr. Patreese Ingram and Mr. James Locker provides valuable information as a resources for contacts. A copy of that document is attached in Appendix E.

*In all searches, Regional Directors will review requirements for conducting an affirmative search as applications are being reviewed. Prior to the on-site interview, Regional Directors will review appropriate interview questions with search committee members. Information from "Getting Different Results: Affirmative Action Guidelines for Searches to Achieve Diversity" will be used as basis of discussion with search committees. A copy of that document is attached in Appendix F.

In September 2000, the University's Affirmative Action Officer will present a half day training for members of the Extension Leadership Team (Director, Associate Director, two State Program Leaders and eight Regional Directors) on strategies for enhancing minority recruitment and retention. This will be the first time such training has been provided for members of the Extension Leadership Team. Information provided will be valuable as Regional Directors search for new extension employees. Strategies utilized in recruiting and hiring new employees will be noted by Regional Directors on reports filed at the conclusion of each search.

In the Spring of 2000, Pennsylvania was one of eight states selected by the ECOP Subcommittee on Extension Diversity to work together to address diversity issues within the participant systems. Our Pennsylvania Diversity Catalyst Team has held one meeting to begin the process of identifying major issues and develop specific goals that our organization needs to address. At the first meeting, five issues were addressed: recruiting a diverse staff; resources for supporting diversity efforts; identifying and disseminating best practices; implementing curriculum training; and rewarding diversity initiatives. The state team will be meeting on September 13, 2000 to review results of

their preliminary brainstorming on issue identification and preliminary goals under each area and will develop a final set of priority goals related to employment and programming that will be addressed over the three years of the “Change Agents States for Diversity” initiative.

Equal Employment Opportunity procedures and policies are followed when filling the administrative and program leadership position of Regional Directors within the Penn State Cooperative Extension organization. In the summer of 1997, an open search following established University guidelines was conducted for the seven (7) newly created Regional Director positions. Twenty two candidates (including two African-Americans) were interviewed for the positions during two day interview process held within the regions and at University Park. Appropriate documentation is on file concerning that search process.

Currently, a search is underway for a Regional Director for the South Central Administrative region. The search committee has minority and gender representation and reflects diversity in age and geographic representation from the region to be served. At the initial meeting of the committee, EEO Coordinator Locker and Associate Director Brown emphasized the need to use “all reasonable effort” in conducting a search targeting minority and underrepresented applicants. The publication, “Getting Different Results...Affirmative Action Guidelines for Searches to Achieve Diversity” was distributed prior to the meeting and was reviewed during the meeting to ensure understanding of the committee as they initiated the search process. Committee members were charged to make personal contacts and document all efforts to encourage application and achieve a diverse applicant pool. In addition, Associate Director Brown sent a personal email letter with a copy of the position announcement to all extension directors of 1892 institutions. During the interview process, candidates will be afforded the opportunity meet with the College’s Diversity Advisory Committee and current minority employees to gain perspective on opportunities available as an employee of Penn State University. It is anticipated that the search for this position will be completed by January 1, 2001.

NOTE: Department Heads provide leadership for searches for faculty and staff with extension appointments following the established University guidelines.

Recommendation 6

Advance affirmative action efforts to fill vacancies in counties/Extension regions which have never employed minority Extension agents.

Action outlined in preceding recommendations will be followed in conducting searches in all counties in the eight administrative regions of Penn State Cooperative Extension.

Recommendation 7

Consider assigning collateral duty EEO Counselors at various levels in the PSCE. Establish a rotational system whereby more employees will have an opportunity to

serve as EEO Counselor. Any exception to said consideration should be provided with this response.

Penn State Cooperative Extension follows Policy HR 79, “Staff Grievance Procedure,” for Penn State University faculty and staff at all locations within the university system. The policy outlines a procedure to be used if an employee believes he/she has been discriminated against “because of age as defined by law, ancestry, color, disability or handicap, national origin, race, religious creed, sex (including sexual harassment), sexual orientation, or veteran status as provided by law.” See Appendix G for details of the grievance procedure. Due process is available to all employees of Penn State Cooperative Extension through their immediate supervisor, Regional Director, Director and Associate Director, College of Agricultural Sciences Office of Human Resource personnel or the University’s Office of Human Resources, or the University Affirmative Action Officer.

As is currently the case, any issues or complaints related to civil rights issues will be promptly investigated once they are known. The investigation may be initiated at the request of individual staff member’s immediate supervisor, Regional Director, staff in the Office of Human Resources or the Director or Associate Director of Penn State Cooperative Extension. Results of the investigation will be shared with those initiating the complaint.

Recommendation 8

Exercise due care in filling administrative positions where individuals who have served in the acting position have the potential for becoming permanent positions. EEO/Civil Rights procedures should be introduced as soon as the decision is reached that the acting position occupied by an employee is to become permanent.

All administrative positions within Penn State Cooperative Extension are filled following established University procedures. In the instances where individuals have or are serving in interim or acting positions, the individual must submit an application for, and be considered in the application pool selection process, if he/she desires to move into the position on a permanent basis. Documentation is maintained which outlines the search process, indicates members of the search committee, provides details on criteria for selecting candidates for interview, and outlines the actual interview process for all open positions. Anyone interacting with the candidates has the opportunity to provide input to the Director of Cooperative Extension for Regional Director positions or to the Regional Director for field based educator positions. This approach follows procedures outlined in the University’s Affirmative Action Plan ensuring that due care is exercised at all levels when filling administrative positions.

Recommendation 9

Establish internal procedures to identify, investigate and address alleged civil rights issues of discrimination expressed by Blacks and other minority Extension employees.

Such procedures should address the civil rights impact of proposed major policy action on the rights and opportunities of Blacks, other minorities, and women in such areas, but not limited to reorganization, outside funding, promotions and separations, transfers, etc.

Upon employment, the EEO/AA Officer sends a letter to all new staff advising them of his availability as a resource. An introduction to civil rights and affirmative action is included as part of the New Staff Orientation program for Penn State Cooperative Extension employees conducted by the Staff Development Unit within the Office of Human Resources. Information presented during this session will be reviewed to ensure that employees are aware of their avenues for resolving issues related to discrimination that may arise during their tenure with the organization.

In addition, Regional Directors will review the “Staff Grievance Procedure” policy with their regional leadership team on an annual basis and will include a review segment on this issue as part of the formal civil rights audit conducted in each county.

As major policy decisions are made regarding employment status of staff, consideration is given to whether minorities and/or other protected groups will be adversely affected. Decisions related to reorganization, outside funding, promotions, separations and transfers are made following clearly established criteria for each employment action to be taken.