

**EQUAL EMPLOYMENT  
OPPORTUNITY/  
AFFIRMATIVE ACTION  
PLAN**

**FOR**

**HARDIN COUNTY**

**ADOPTED**

**25<sup>th</sup> Day of OCTOBER, 2010**

**REVISED 25TH DAY OF FEBRUARY, 2020**

**EQUAL EMPLOYMENT OPPORTUNITY/  
AFFIRMATIVE ACTION PLAN**

**FOR**

**HARDIN COUNTY, TEXAS**

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## 1. INTRODUCTION

Hardin County is a governmental entity in the State of Texas with established contractual relationships with governmental agencies and contractors. As an employer subject to state and national policies as well as legislation enactment to assure non-discrimination in the employment process, Hardin County has a legal obligation to comply with the letter of the law.

The Hardin County Commissioners' Court recognizes that measures and effort are required to prevent discrimination within the County's departments; consequently, the Court is committed to a determined and sustained effort in support of this belief and the policies outlined in this Equal Employment Opportunity Plan (hereinafter "EEO").

Further, the Commissioners' Court of Hardin County believes the County has a moral obligation to comply with the intent and purpose of these policies and statutes by developing attitudes and practices, which foster:

1. Tolerance for individual differences;
2. Appreciation for the aspirations and ambitions of others; and
3. A better understanding of the total needs of all humanity.

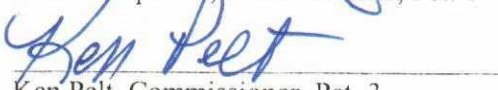
The adopted Personnel Policies, Procedures and Practices are designed to ensure equal opportunity (including reasonable accommodation for persons with disabilities) to all qualified persons without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, marital status, political belief or affiliation. It is intended that maximum utilization be made of available qualified residents of Hardin County.

Therefore, we, the undersigned members of the Hardin County Commissioners' Court encourage initiative and personal leadership by individuals within the County's employ as the best means to ensure success of the plan. All personnel who have any responsibility with regard to the interviewing, qualifying, hiring, or placement of new employees; or the training, classification, promotion, transfer or termination of employees, shall exercise such duties without discrimination toward any employee or applicant for employment.

Signed this the 25<sup>th</sup> day of February 2020.

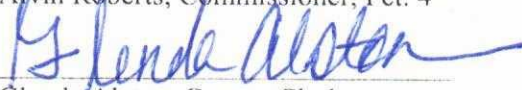
  
Wayne McDaniel County Judge

  
L. W. Cooper Jr., Commissioner, Pct. 1

  
Ken Pelt, Commissioner, Pct. 3

  
Chris Kirkendall, Commissioner, Pct. 2

  
Alvin Roberts, Commissioner, Pct. 4

  
Glenda Alston, County Clerk



## 2. STATEMENT OF POLICY

It is the policy of Hardin County to provide equal employment and economic opportunity at every level of County government, as well as in all County programs and related activities without regard to age, race, color, religion, gender, sexual orientation, national origin, marital status, disability, political belief or affiliation. This statement applies to all phases of employment and economic opportunity including, but not limited to: recruitment, hiring, placement, upgrading, transfer, promotion, termination, compensation, or training; contractors, subcontractors, or vendors, and to the use of all facilities and participation in all County-sponsored activities.

It is the responsibility of all departments, committees, and employees, as well as County-assisted contractors, subcontractors and vendors to assure the positive implementation of this policy. Hardin County's employment policies will continue to be reviewed and periodically revised to conform with the rules of all applicable laws affecting non-discrimination and equal employment opportunity programs. The assistance and cooperation of all elected and appointed officials in effectuating necessary changes will assure compliance with the County's policy of non-discrimination in all employment matters. In addition, it is the duty of every employee of Hardin County to create a job environment conducive to our non-discriminatory policies.

This policy shall be communicated and reaffirmed by means of appropriate meetings, County publications, supervisor-employee discussions, and new employee orientations. It is the responsibility of each official, department head and supervisor to help the County achieve its equal employment opportunity/affirmative action goals.

Overall responsibility for the direction of the equal employment opportunity policy, programs, and practices rests with the Commissioners' Court of Hardin County, with daily administration of these policies, programs, and practices delegated to the Human Resource Department.

### 3. PROGRAM IMPLEMENTATION

#### A. COMMISSIONERS' COURT

Ultimate responsibility for achievement of equal employment opportunity/affirmative action for Hardin County through this Equal Employment Opportunity/Affirmative Action Plan (EEO/AAP) is assigned to the Commissioners' Court of Hardin County.

#### B. HUMAN RESOURCE DEPARTMENT

The Hardin County Human Resource Department is charged with the responsibility of developing, implementing, coordinating and monitoring an ongoing program of equal employment opportunity for Hardin County. Duties and responsibilities shall include, but not be limited to the following:

1. Reviewing and updating policy statements, written Equal Employment Opportunity/Affirmative Action Program, internal and external communication procedures.
2. Monitoring the program effectiveness.
3. Evaluating progress made and determining where further action is needed.
4. Reporting to the Commissioners the progress in relation to goals and compliance.
5. Assisting departments in the collection and analysis of employment data, identification of problem areas, and the development of programs to achieve goals.
6. Assuring that current information regarding or affecting Equal Employment/Affirmative Action is disseminated to County officials, department heads, and supervisors.
7. Assisting the Purchasing Agent in developing, implementing and monitoring the County's contractor/vendor compliance programs.
8. Conferring with Purchasing Agent to verify that all advertising materials, and media used for recruitment and contractor/vendor solicitation is in compliance with the rules relating to the Hardin County EEO/AAP.
9. Assisting in investigations of any complaint of discrimination, whether initiated by an employee or by an applicant for employment with Hardin County or any program or department under its jurisdiction.

#### C. ELECTED/APPOINTED OFFICIALS

Each elected/appointed official holds responsibility for the administration and implementation of Hardin County's Equal Employment Opportunity/Affirmative Action Plan within their sphere of influence. It is their duty to carry out their responsibilities in a manner designed to carry out the principles and purposes of federal laws, state laws and the policies of Hardin County. They will show positive support of the Hardin County EEO/AAP and encourage demonstrable progress toward its objectives. Toward this end, all elected/appointed officials shall seek to establish procedures which will:

1. Determine if areas of employment exist where there are groups or classes of persons under-represented and allow for the remedy of same if found.
2. Instruct all employees having hiring responsibilities that qualified under-represented persons are to be aggressively sought for job appointments.
3. Make known to all recruitment sources that they should aggressively seek and refer qualified under-represented persons for appointments in all classifications.
4. Ensure that all departmental publications properly portray Hardin County as an equal opportunity employer.
5. Inform all employees about the Equal Employment Opportunity/Affirmative Action Plan of Hardin County and the County's commitment to act in conformity with that plan.
6. Emphasize the Equal Employment Opportunity/Affirmative Action Policy and responsibilities during the interview of all candidates for promotion to, or hire into, supervisory positions.
7. Ensure that no punitive action will be or is taken against persons filing charges of discrimination or gaining employment or remedies through equal employment opportunity/affirmative action regulations.



#### **4. DISSEMINATION OF POLICY, PLAN AND PROGRAM**

##### **A. INTERNALLY**

1. To insure that each elected official, department head, and supervisor be fully informed of Hardin County's Equal Employment Opportunity/Affirmative Action Policy, as well as their own responsibilities relative to the successful administration of that plan, the following will occur:

(a) Each department will be provided with a complete copy of the County's Equal Employment Opportunity/Affirmative Action Plan and keep a copy of it readily available for reference.

(b) Periodic meetings and awareness training will be provided for departmental supervisory personnel to addressing potential employment barriers and attitudinal stereotyping which could hinder an effective program of Equal Employment Opportunity/Affirmative Action.

2. All employees will be informed of the County's Equal Employment Opportunity/Affirmative Action Policy by the following:

(a) The County's EEO/AA policy statement and Federal Equal Opportunity Employment posters will be placed in areas readily accessible to employees and potential employees such as on bulletin boards and the like.

(b) Upon its adoption, a copy of Hardin County's Equal Employment Opportunity/Affirmative Action Plan shall be posted on the official Hardin County Website. All employees will be informed of the plan and its posting on the Hardin County Website. All Employees will be encouraged to review the Plan and discuss any questions they may have as to the plan with their immediate supervisor. All employees hired after that date shall receive a copy of the Plan during their orientation.

##### **B. EXTERNALLY**

1. All job postings will note that Hardin County is an Equal Employment Opportunity/Affirmative Action Employer.

2. All contractors, subcontractors, vendors, and suppliers will be notified by the Purchasing Department of the County's Equal Employment Opportunity/Affirmative Action Policy and shall be notified that submission of bid or proposal for services or products constitutes agreement or compliance by them with the County's Policy.

#### **5. MAINTENANCE OF PLAN**

From time to time the Hardin County Commissioners' Court may find it necessary to revise or elaborate on the policies contained in this plan. Should such changes occur, a posting shall be made on the Hardin County Website announcing any such revision. Additionally a current version of the Plan is to be maintained on that Website.

## **6. COMMUNITY CONDITIONS**

### **A. APPLICANT SOURCES**

Individuals seeking employment in the area are served by several private employment agencies and the Workforce Solutions Center of Southeast Texas. All of these sources are available to the County for soliciting applicants. Also all openings are posted on the Hardin County web-site. Acceptance of applications is limited to existing posted openings except for the Sheriff's Department.

### **B. COMMUNITY WORKFORCE STATISTICS**

The statistics on page 10, representing an overview of the community's workforce, are based on estimated figures from the U. S. Census Bureau.

## **7. DESCRIPTION OF FACILITIES**

The Hardin County Administration Building is centrally located at 300 Monroe, Kountze, TX 77625. The three story building is readily accessible to the public via several entrances. Further, the facility provides accessible: elevator, parking, restrooms, and drinking fountains.

The Hardin County Commissioners' Court is located within the Courthouse. The administrative departments such as payroll, personnel, purchasing etc. are also located within this building.

## **8. DESCRIPTION OF PERSONNEL PRACTICES**

### **A. PROMOTIONS**

Personnel promotion in County departments provides a path whereby a new employee can move from the lowest step to the highest step within a classification for which the employee meets the minimum requirements, provided the performance of the employee is satisfactory.

A promotion is defined conceptually as the assumption of job duties and responsibilities that are higher in character and scope than in the previous job. For purposes of salary administration, a promotion occurs when the new job is of a higher pay grade than the prior job.

A promoted employee shall be compensated within the new range under the same guidelines as a new employee. The Elected Official/Department Head shall make certain that the promotion complies with all County policies. In all cases, the amount of a promotional increase shall be an amount sufficient to reach the minimum salary for the new job. The increase shall become effective on the first day the employee assumes the new position.

In all departments, job classifications are covered under the Job Classification System and the procedure is to announce job vacancies to permit employees to express an interest in being considered for the open position.



## B. JOB CLASSIFICATION SYSTEM

The Hardin County Commissioners' Court, with the help of the Workforce Solutions-S/E Texas in Beaumont, has established job descriptions. Each employee was asked to analyze all aspects of their daily tasks to determine the essential elements of their respective positions. Positions were categorized as being "exempt" or "non-exempt" from earning overtime. Copies of these job descriptions are maintained in the Hardin County Personnel Department.

The County will continue to evaluate any new or existing positions according to an established grading system, based on very specific factors found in descriptions of jobs being performed by County employees. This will allow the Commissioners' Court to have the ability to add job descriptions for any possible new positions created in the County work force without compromising the existing classification system.

The plan, although not a "Merit-Plan", gives the Elected Officials/Department Heads the ability to regulate the advancement or demotion of their own employees. This will be done in conjunction with the annual budget process when the Elected Official/Department Head may make the recommendation that an eligible employee advance to the next step in the system, depending on the performance of that employee. The Commissioners' Court will then be in the position to review and consider the recommendations of the officials concerning the recommended advancement of their employees during the annual budget meetings.

Hiring, promotion, or transfers into the job classification grades is contingent on the general qualifications stipulated in the approved position descriptions. Any such hire, promotion or transfer shall be done in compliance with the existing Hardin County EEO/AAP.

## C. APPLICATION PROCESS

Elected Officials/Department Heads will notify the Human Resource Department of any vacancies. Job postings will then be placed on the bulletin boards in the main hall way, outside the Human Resource Department, and on the Hardin County web-site. Openings and minimum qualifications inquiries will be available over the telephone, by fax, by e-mail, and to walk-ins.

Applications are only accepted when a job vacancy is posted (except for the Sheriff's Dept). Applications are collected in the Human Resource Department and forwarded to the appropriate office. After selection, the applications are returned to the Human Resource Department at which time letters are issued to applicants not selected for the open position. Those applications are then filed and kept for a period of 2 years. Individuals are allowed to contact the Human Resource Department and request activation of their application for another posted position or to update the information on the application.

#### D. TERMINATIONS

The decision to terminate an employee rests with the Elected Official/Department Head. Once a decision has been made to terminate an individual, that individual is notified of the decision and arrangements are made for the employee to receive a final paycheck, continuance of insurance, if desired, and so forth. A payroll change form is filled out to differentiate between the various types of separations, such as resigned, retired, deceased, terminated, etc. This greatly facilitates the tracking of reasons individuals leave the County's employment.

### **9. ANALYSIS OF CURRENT EMPLOYMENT**

An analysis of the workforce by job classification may determine areas in which Hardin County is deficient in its application of its EEO/AAP. Absence of a protected class in a job classification may indicate under-utilization. Under-utilization is defined as having fewer members of a protected class in a particular classification than would be expected by the availability of that class in the relevant labor force.

Availability is an estimate of the proportion of a protected class available for employment in a given job group. The importance of availability is that it indicates the level at which protected class members may be expected to participate in a given job group if employment decisions were made without regard to an individual's membership in a protected class.

Factors considered in determining under-utilization include :

1. The population of each protected class in the labor area surrounding the facility;
2. The availability of each protected class seeking employment in that area;
3. The size of the each protected classes unemployment force in that area;
4. The percentages of the workforce that are a member of each protected class found in the immediate labor area;
5. The general availability of individuals within each protected class having the required skills in the immediate labor area;
6. The availability of individuals within each protected class having the required skills in an area from which the employer can reasonably recruit;
7. The availability of individuals within the protected class within the employer's current workforce who can be promoted or transferred;

COMPARISON CHART-HARDIN COUNTY

JULY 1, 2018 THRU JUNE 30, 2019

	Population	Civilian Labor Force*	County	Hires Full Time	Applicants Full Time	Hires Part-time Temporary	Applicants Part-Time/Temporary
Total	57,207	31,979	255	27	308	19	39
Male	28,204	16,885	110	11	96	8	11
Female	29,003	15,094	145	16	212	11	28
White	49,370		223	26	266	13	27
Male	24,340		98	11	83	5	8
Female	25,030		125	15	183	8	19
Black	3,204		22	1	25	5	10
Male	1,580		7	0	6	2	2
Female	1,624		15	1	19	3	8
American Indian/ Alaskan	343		1	0	1	1	2
Male	169		0		1	1	1
Female	174		1		0	0	1
Asian	400		2	0	0	0	0
Male	197		2				
Female	203		0				
Hispanic	3,375		7	0	10	0	0
Male	1,664		3		4		
Female	1,711		4		6		
Two or more Races	801		0	0	6	0	0
Male	395				2		
Female	406				4		

Estimated population figures are based upon 2018 U. S. Census Bureau QuickFacts.

\*The estimated 2018 Civilian Labor Force number for Hardin County is 31,979. However, no detailed numbers are available at this time.

This report does not include Elected Officials.



EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

EMPLOYEE OVERVIEW

EEO-4 CATEGORIES	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS
			MALE						FEMALE						
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
OFFICIALS/ ADMINISTRATORS	0	0	3	0	0	0	0	0	9	0	0	0	0	0	12
PROFESSIONALS	1	1	13	1	0	0	0	0	11	3	0	0	0	0	30
TECHNICIANS	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
PROTECTIVE SERVICES	1	0	51	4	1	0	0	0	9	8	0	0	0	0	74
PARA- PROFESSIONALS	0	2	0	0	0	0	0	0	10	1	0	0	1	0	14
ADMINISTRATIVE SUPPORT	0	1	1	0	0	0	0	0	80	2	0	0	0	0	84
SKILLED CRAFT	1	0	28	2	1	0	0	0	0	0	0	0	0	0	32
SERVICE MAINTENANCE	0	0	2	0	0	0	0	0	5	1	0	0	0	0	8
TOTALS	3	4	98	7	2	0	0	0	125	15	0	0	1	0	255

LEGEND

- A - HISPANIC MALE
- B - HISPANIC FEMALE
- C - MALE WHITE
- D - MALE BLACK OR AFRICAN AMERICAN
- E - MALE ASIAN
- F - MALE NATIVE HAWAIIAN OR OTHER-PACIFIC ISLANDER
- G - MALE AMERICAN INDIAN OR ALASKAN NATIVE
- H - MALE TWO OR MORE RACES
- I - FEMALE WHITE
- J - FEMALE BLACK OR AFRICAN AMERICAN
- K - FEMALE ASIAN
- L - FEMALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- M - FEMALE AMERICAN INDIAN OR ALASKAN NATIVE
- N - FEMALE TWO OR MORE RACES

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

NEW HIRES - FULL TIME

EEO-4 CATEGORIES	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS	
			MALE						FEMALE							
	A	B	C	D	E	F	G	H	I	J	K	L	M	N		
OFFICIALS/ ADMINISTRATORS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONALS	0	0	0	0	0	0	0	0	5	1	0	0	0	0	0	6
TECHNICIANS	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PROTECTIVE SERVICES	0	0	6	0	0	0	0	0	3	0	0	0	0	0	0	9
PARA- PROFESSIONALS	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
ADMINISTRATIVE SUPPORT	0	0	0	0	0	0	0	0	7	0	0	0	0	0	0	7
SKILLED CRAFT	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	3
SERVICE MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	0	0	11	0	0	0	0	0	15	1	0	0	0	0	0	27

LEGEND

- A - HISPANIC MALE
- B - HISPANIC FEMALE
- C - MALE WHITE
- D - MALE BLACK OR AFRICAN AMERICAN
- E - MALE ASIAN
- F - MALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- G - MALE AMERICAN INDIAN OR ALASKAN NATIVE
- H - MALE TWO OR MORE RACES
- I - FEMALE WHITE
- J - FEMALE BLACK OR AFRICAN AMERICAN
- K - FEMALE ASIAN
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EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

NEW HIRES - PART TIME/TEMPORARY

EEO-4 CATEGORIES	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS
	A	B	MALE						FEMALE						
			C	D	E	F	G	H	I	J	K	L	M	N	
OFFICIALS/ ADMINISTRATORS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROTECTIVE SERVICES	0	0	3	0	0	0	1	0	3	2	0	0	0	0	9
PARA-PROFESSIONALS	0	0	0	0	0	0	0	0	1	1	0	0	0	0	2
ADMINISTRATIVE SUPPORT	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3
SKILLED CRAFT	0	0	1	2	0	0	0	0	0	0	0	0	0	0	3
SERVICE MAINTENANCE	0	0	1	0	0	0	0	0	1	0	0	0	0	0	2
TOTALS	0	0	5	2	0	0	1	0	8	3	0	0	0	0	19

LEGEND

- A - HISPANIC MALE
- B - HISPANIC FEMALE
- C - MALE WHITE
- D - MALE BLACK OR AFRICAN AMERICAN
- E - MALE ASIAN
- F - MALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
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- H - MALE TWO OR MORE RACES
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- L - FEMALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- M - FEMALE AMERICAN INDIAN OR ALASKAN NATIVE
- N - FEMALE TWO OR MORE RACES



EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

SALARY INCREASES

EEO-4 CATEGORIES	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS	
			MALE						FEMALE							
	A	B	C	D	E	F	G	H	I	J	K	L	M	N		
OFFICIALS/ ADMINISTRATORS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROTECTIVE SERVICES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PARA- PROFESSIONALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE SUPPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

LEGEND

- A - HISPANIC MALE
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- M - FEMALE AMERICAN INDIAN OR ALASKAN NATIVE
- N - FEMALE TWO OR MORE RACES

**3 % SALARY INCREASE  
 \*EXCLUDING TEMPORARY  
 EMPLOYEES**

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

TERMINATIONS - VOLUNTARY

EEO-4 CATEGORIES	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS	
			MALE						FEMALE							
	A	B	C	D	E	F	G	H	I	J	K	L	M	N		
OFFICIALS/ ADMINISTRATORS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONALS	1	0	0	0	0	0	0	0	3	0	0	0	0	0	0	4
TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROTECTIVE SERVICES	0	0	7	1	0	0	0	0	2	1	0	0	0	0	0	11
PARA- PROFESSIONALS	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
ADMINISTRATIVE SUPPORT	0	0	0	0	0	0	0	0	7	0	0	0	0	0	0	7
SKILLED CRAFT	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	3
SERVICE MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	1	0	8	3	0	0	0	0	14	1	0	0	0	0	0	27

LEGEND

- A - HISPANIC MALE
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THIS REPORT DOES NOT  
INCLUDED ELECTED OFFICIALS.

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

TERMINATIONS - INVOLUNTARY

EEO-4 CATEGORIES	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS	
			MALE						FEMALE							
	A	B	C	D	E	F	G	H	I	J	K	L	M	N		
OFFICIALS/ ADMINISTRATORS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONALS	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
TECHNICIANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROTECTIVE SERVICES	0	0	2	0	0	0	0	0	1	1	0	0	0	0	0	4
PARA- PROFESSIONALS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
ADMINISTRATIVE SUPPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE MAINTENANCE	0	0	0	0	0	0	0	0	1		0	0			0	1
TOTALS	0	1	2	0	0	0	0	0	3	1	0	0	0	0	0	7

LEGEND

- A - HISPANIC MALE
- B - HISPANIC FEMALE
- C - MALE WHITE
- D - MALE BLACK OR AFRICAN AMERICAN
- E - MALE ASIAN
- F - MALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- G - MALE AMERICAN INDIAN OR ALASKAN NATIVE
- H - MALE TWO OR MORE RACES
- I - FEMALE WHITE
- J - FEMALE BLACK OR AFRICAN AMERICAN
- K - FEMALE ASIAN
- L - FEMALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- M - FEMALE AMERICAN INDIAN OR ALASKAN NATIVE
- N - FEMALE TWO OR MORE RACES



## EEOC DESCRIPTIONS OF JOB CATEGORIES

Excerpted from the EEOC Form 164, State and Local Government Information (EEO-4)

1. **Officials and Administrators.** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, and kindred workers.
2. **Professionals.** Occupations which require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, and kindred workers.
3. **Technicians.** Occupations, which require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post acquired through specialized post-secondary school education or through equivalent on-the-job training. This includes: computer programmers and operators, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants, and kindred workers.
4. **Protective Service Workers.** Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. This includes police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, and kindred workers.
5. **Paraprofessionals.** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. This includes library assistants, research assistants, medical aides, child support workers, police auxiliary welfare service aides, recreation assistants, homemakers' aides, and kindred workers.
6. **Administrative Support.** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. This includes bookkeepers, messengers, office machine operators, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, and kindred workers.
7. **Skilled Craft Workers.** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. This includes mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, and kindred workers.
8. **Service-Maintenance.** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. This includes chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, and kindred workers.

# EQUAL EMPLOYMENT OPPORTUNITY FUNCTION REPORT

## FUNCTION DESCRIPTIONS

(As defined by EEOC from 164)

1. **FINANCIAL ADMINISTRATION:** Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer's, auditor's or comptroller's office and  
  
**GENERAL CONTROL:** Duties usually performed by boards of supervisors or commissioners, central administration officers and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc).
2. **STREETS AND HIGHWAYS:** Maintenance, repair, construction, and administration of streets, alleys, sidewalks, roads, highways, and bridges.
3. **PUBLIC WELFARE:** Maintenance of homes and other institutions for the needy, administration of public assistance. (Hospitals and sanatoriums should be reported as item 7.)
4. **POLICE PROTECTION:** Duties of a police department, sheriff's, constable's, coroner's office, etc., including technical and clerical employees engaged in police activities.
5. **FIRE PROTECTION:** N/A
6. **NATURAL RESOURCES:** N/A  
  
**PARKS AND RECREATION:** N/A
7. **HOSPITALS AND SANATORIUMS:** N/A
8. **HEALTH:** Provision of public health services, outpatient clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation service, etc.
9. **HOUSING:** N/A
10. **COMMUNITY DEVELOPMENT:** N/A
11. **CORRECTIONS:** Jails, reformatories, detention homes, halfway houses, prisons, parole and probation activities.
12. **UTILITIES AND TRANSPORTATION:** N/A
13. **SANITATION AND SEWAGE:** N/A
14. **EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY:** N/A
15. **OTHER:**



EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

FULL TIME APPLICATIONS

	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS
			MALE						FEMALE						
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
SHERIFF - JAIL	1	3	38	3	0	0	0	1	20	8	0	0	0	2	76
SHERIFF - DISPATCH	0	0	1	0	0	0	0	0	10	3	0	0	0	0	14
SHERIFF - ADMIN	1	0	15	1	0	0	0	0	1	0	0	0	0	0	18
AUDITOR	0	0	0	0	0	0	0	0	35	0	0	0	0	0	35
DISTRICT ATTORNEY	2	0	3	1	0	0	0	0	2	1	0	0	0	0	9
INFORMATION TECH	0	0	7	0	0	0	0	0	0	0	0	0	0	0	7
ROAD & BRIDGE 1	0	0	10	1	0	0	0	1	0	0	0	0	0	0	12
ROAD & BRIDGE 3	0	0	6	0	0	0	0	0	0	0	0	0	0	0	6
356TH DISTRICT COURT	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2
HEALTH DEPARTMENT	0	0	0	0	0	0	1	0	27	5	0	0	0	0	33
COUNTY CLERK	0	1	0	0	0	0	0	0	43	2	0	0	0	2	48
ADULT PROBATION	0	0	1	0	0	0	0	0	1	0	0	0	0	0	2
TAX OFFICE	0	2	2	0	0	0	0	0	42	0	0	0	0	0	46
TOTALS	4	6	83	6	0	0	1	2	183	19	0	0	0	4	308

LEGEND

- A - HISPANIC MALE
- B - HISPANIC FEMALE
- C - MALE WHITE
- D - MALE BLACK OR AFRICAN AMERICAN
- E - MALE ASIAN
- F - MALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- G - MALE AMERICAN INDIAN OR ALASKAN NATIVE
- H - MALE TWO OR MORE RACES
- I - FEMALE WHITE
- J - FEMALE BLACK OR AFRICAN AMERICAN
- K - FEMALE ASIAN
- L - FEMALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- M - FEMALE AMERICAN INDIAN OR ALASKAN NATIVE
- N - FEMALE TWO OR MORE RACES



EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

PART-TIME/TEMPORARY APPLICATIONS

	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS
			MALE						FEMALE						
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
JUVENILE DET	0	0	5	0	0	0	1	0	10	7	0	0	1	0	24
MAINTENANCE	0	0	2	0	0	0	0	0	2	0	0	0	0	0	4
HEALTH	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
ADULT PROBATION	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
DISTRICT ATTORNEY	0	0	0	0	0	0	0	0	4	0	0	0	0	0	4
R&B 1	0	0	0	2	0	0	0	0	0	0	0	0	0	0	2
R&B 4	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
88TH DISTRICT COURT	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
JP 2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
TOTALS	0	0	8	2	0	0	1	0	19	8	0	0	1	0	39

LEGEND

- A - HISPANIC MALE
- B - HISPANIC FEMALE
- C - MALE WHITE
- D - MALE BLACK OR AFRICAN AMERICAN
- E - MALE ASIAN
- F - MALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- G - MALE AMERICAN INDIAN OR ALASKAN NATIVE
- H - MALE TWO OR MORE RACES
- I - FEMALE WHITE
- J - FEMALE BLACK OR AFRICAN AMERICAN
- K - FEMALE ASIAN
- L - FEMALE NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- M - FEMALE AMERICAN INDIAN OR ALASKAN NATIVE
- N - FEMALE TWO OR MORE RACES

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORTS  
 JULY 01, 2018 THRU JUNE 30, 2019  
 (EEO-4 REPORT JUNE 30, 2019)

APPLICANTS INTERVIEWED

	HISP/LATINO		NON-HISPANIC OR LATINO												TOTALS
			MALE						FEMALE						
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
SHERIFF - JAIL	1	0	6	0	0	0	0	0	6	1	0	0	0	0	14
SHERIFF-DISPATCH	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
SHERIFF - ADMIN	0	0	5	0	0	0	0	0	0	0	0	0	0	0	5
AUDITOR	0	0	0	0	0	0	0	0	5	0	0	0	0	0	5
DA	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
INFORMATION TECH.	0	0	4	0	0	0	0	0	0	0	0	0	0	0	4
ROAD & BRIDGE 1	0	0	6	3	0	0	0	0	0	0	0	0	0	0	9
ROAD & BRIDGE 3	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2
ROAD & BRIDGE 4	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
356TH DISTRICT COURT	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2
HEALTH DEPT.	0	0	0	0	0	0	1	0	11	2	0	0	0	0	14
COUNTY CLERK	0	0	0	0	0	0	0	0	17	0	0	0	0	0	17
ADULT PROBATION	0	0	1	0	0	0	0	0	1	0	0	0	0	0	2
TAX OFFICE	0	0	0	0	0	0	0	0	15	0	0	0	0	0	15
JUVENILE DETENTION	0	0	3	0	0	0	1	0	3	2	0	0	0	0	9
DISTRICT ATTORNEY	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
88TH DISTRICT COURT	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
MAINTENANCE	0	0	1	0	0	0	0	0	1	0	0	0	0	0	2
JP 2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
TOTALS	1	0	29	3	0	0	2	0	65	6	0	0	0	0	106

LEGEND

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- N - FEMALE TWO OR MORE RACES



## 10. GOALS AND TIMETABLES

### A. CURRENT GOALS

The long-range objective of Hardin County is to achieve and continue equal employment opportunities/affirmative action in all levels and categories as reflected by a well-balanced workforce representative of the community as closely as possible.

At the present time it is difficult to be specific on Hardin County's hiring goals for the future because of continuing changes in the economy. However, due to budget constraints, hiring may be limited to replacement of terminating employees.

Goals for this Fiscal Year will limit hiring to the necessary and justified replacement of terminating employees, and then only if necessary to continue providing adequate County services. Hardin County will, however, continue to do the following:

1. Continue studies to determine applicant availability in relation to the protected classes in the community workforce.
2. Solicit qualified applicants through non-discriminatory on-line posting and advertisement.
3. A system will continue to be utilized for logging and conducting an analysis of applications received, jobs offered and actual hires during each fiscal year to track the successful application of the Hardin County EEO/AAP.

### B. DEVELOPMENT AND EXECUTION OF ACTION ORIENTED PROGRAM

Hardin County plans to improve or continue our program. Steps toward this goal will include, but not be limited to the following:

1. Continue to develop a personnel program that will fulfill all the requirements for an effective equal employment/affirmative action plan.
2. Maintain job descriptions that accurately reflect a position's function and are consistent throughout the County.
3. Make available approved job descriptions and verify same are used by individuals involved with recruiting, screening, selection, and promotion.
4. The Hardin County Human Resource Department will seek to improve its recruitment techniques to increase the number of applicants from all protected classes.
5. The Hardin County Human Resource Department will continue to participate in such programs as:
  - (a) Texas Association of Counties Human Resource Conferences,
  - (b) Personnel Law Update Workshops,
  - (c) Workforce Solutions-S/E Texas Workshops,
  - (d) Texas Association of Business-Employment Law Updates.



## 11. SPECIFIC EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

### A. RECRUITMENT

To assist in meeting the Equal Employment Opportunity/Affirmative Action Goals of Hardin County, the Hardin County Humane Resource Director shall encourage the Elected Officials/Department Heads to ensure that employment efforts and activities support and supplement a continuous effort for equal employment opportunity.

1. All job descriptions will be updated on a regular basis or if need arises. However, immediate action shall include a review of all job descriptions for those positions which appear to be under-utilized to determine if they are realistic and non-discriminatory. Immediate action shall also include, but not be limited to:
  - (a) Completing an analysis to determine all positions which are in the areas of under-utilization as vacancies arise.
  - (b) Reviewing and analyzing existing recruitment procedures for the purpose of identifying and eliminating discriminatory barriers.
  - (c) Updating or developing objective measures to analyze and monitor the recruitment process.
  - (d) Training all personnel involved in the employment process to use objective standards and to actively support Equal Employment Opportunity/Affirmative Action Goals.
2. Development of Recruitment Sources

There will be emphasis in all recruitment contacts that non-discrimination is a basic element of Hardin County's personnel administration program.
3. Encouragement of Job Applicants
  - (a) To facilitate recruitment of members of all protected classes, efforts shall be made to train Human Resource Department staff to assist applicants throughout the application process.
  - (b) Applicants will be informed about the non-discriminatory nature of the selection process.
  - (c) Upon request, rejected applicants will be provided with information on possible actions to improve their chances for employment.
4. Recruitment Material, Information and Media
  - (a) Publications shall be reviewed to ensure that words or illustrations do not imply inequality between men and women - a common example is the reference to managers only in masculine terms and to clerks only in feminine terms.
  - (b) Photos and illustrations will depict where possible, more than one ethnic, racial and gender group in all levels of jobs.

- (c) The application form will contain only job-related questions. Information on applicants' gender, age, marital status or physical condition will not be requested unless it has demonstrable, manifest relationship to the job.
- (d) Job announcements shall be readable and understandable to the extent possible by prospective applicants who are educationally or physically disadvantaged.
- (e) The Hardin County Equal Employment Opportunity/Affirmative Action Policy Statement shall be referred to on all contractor/vendor solicitations, recruiting literature and recruiting advertisements.
- (f) Information on job opportunities shall be disseminated through job postings, County internet website, and employee referrals.

## B. SELECTION, APPOINTMENT AND PLACEMENT

The Equal Employment Opportunity/Affirmative Action Goals in the area of employment are to increase the number of qualified and qualifiable members of each protected class in non-traditional jobs at all levels and categories within County government. On a long range, it is expected that protected class membership representation in job categories at all levels will reflect the overall make-up of the community. The Human Resource Director shall encourage Elected Officials/Department Heads to review, and where appropriate, recommend changes in personnel procedures. The Human Resource Director will make Elected Officials/Department Heads aware of the following:

### 1. Selection

- (a) Every effort will be made to interview all referrals unless their applications indicate they are not qualified and do not meet the minimal requirements necessary for employment. However, from a practical perspective, exception to this procedure will be taken when the number of referrals far exceeds the time available for interviewing. Guidelines will be established to ensure equal employment opportunity/affirmative action for all applicants should such an instance occurs.
- (b) Job analyses have been conducted and should be utilized to determine the knowledge, skills, abilities and other qualification requirements around which selection tools will be objectively tailored.
- (c) Performance standards for each position have been identified by each department to assist in validation.

### 2. Appointment

- (a) Information on the appointment process should be readily available to all applicants.
- (b) Supervisory personnel who conduct employment interviews will receive training to better equip them to objectively assess the abilities of applicants.
- (c) Department Heads and supervisors with appointing authority will be required to certify that selection decisions were based on job related factors.



3. Placement

- (a) Procedures should be developed by the Appointed Officials/Department Heads to ensure that new employees are properly placed and plans are developed for their career development.
- (b) Consistent with Equal Employment Opportunity/Affirmative Action Goals and job skill requirements, each department should consider placing new employees who are a member of a protected class in job classifications or organizational units in a manner consistent with the goal of increasing overall protected class representation throughout all job classifications and organizational units.

C. UPWARD MOBILITY

To ensure that classification plans do not contain factors which deny structured direction for advancement to higher levels, the Human Resource Director shall establish and maintain a continuous review program. All employees, regardless of age, race, color, national origin, sexual orientation, marital status, gender or disability will be given specific encouragement to develop their knowledge, skills and abilities in administrative, professional and supervisory areas.

1. Job Classification Plan Review

- (a) Job specifications shall be reviewed, evaluated and revised periodically to ensure that:
  - Specifications accurately describe the work of the positions allocated to the classification.
  - All entrance requirements are job-related.
  - Requirements of experience in the employing agency, or restrictions on age, gender, or physical characteristics are deleted unless proven to have a direct relationship to the job.
  - Unnecessary experience requirements, which reduce competition for promotions and transfers between program units shall be eliminated.

2. Career Development and Advancement

- (a) Trainee or paraprofessional classifications with minimum qualifications commensurate with duties and responsibilities should be established where feasible.
- (b) Counseling to assist capable lower level employees in planning for career development and training necessary to qualify for promotions will be provided.
- (c) An inventory of the current skills and abilities of employees should be maintained within departments as an aid in the identification of persons to be trained and promoted.



#### D. OTHER PERSONNEL ACTION

1. Employee Benefits

All policies and practices relating to employee benefits (including leave policies, retirement policies, insurance programs, etc.) are to be reviewed to assure that they are available on a non-discriminatory basis.

2. Transfers

Periodic analysis will be made of the reasons given by supervisors and employees for transfers (voluntary and involuntary) to help assure that no discriminatory situations exist.

3. Terminations

Exit interviews with terminating employees will be done by Elected Officials/Department Heads to determine the factors involved in each termination.

4. Wages and Salaries

(a) The Equal Pay Act requires that equal wages be paid for substantially similar work performed by men and women. Title VII requires equal pay regardless of race, color, national origin, religion, age, disability, or gender.

(b) Periodic review of wage and salary structure will be conducted to assure non-discrimination.

#### E. TRAINING

1. Training opportunity designed to develop skills needed to improve current performance to qualify for higher level positions are to be provided to all employees on a non-discriminatory basis.

2. Provisions will be made for supervisors to examine and react to policies, practices and attitudes that enhance or inhibit equal employment opportunity.

3. Current and proposed training programs will be examined to ensure relevance to both the present and projected staffing needs of departments and to the identified training needs of employees. Employee achievement, motivations and career goals, as they relate to the goals of the department are to be considered.

4. An inventory of the current skills and abilities of employees will be developed by departments to aid in identifying persons to be trained.

#### F. CONTRACTOR/VENDOR RELATIONS

Pursuant to federal regulations, equal employment opportunity is required of employers holding Federal contracts. A written Equal Employment Opportunity Program is required of all large non-construction contractors and sub-contractors. As a prime contractor, Hardin County must inform all of its contractors and sub-contractors of its policy of non-discrimination and equal employment opportunity/affirmative action. The Purchasing Agent shall:

1. Immediately
  - (a) Identify and list all contractors and vendors doing business with the County.
  - (b) Ensure that all contractual provisions are non-discriminatory.
  - (c) Incorporate the equal opportunity clause in all purchase orders, contracts, and leases as feasible.
  - (d) Develop a system of monitoring the County's contractors, vendors, and suppliers to ensure compliance with Hardin County's Equal Employment Opportunity Plan.
  - (e) Send written notification to all contractors, vendors, and suppliers informing them of Hardin County's Equal Opportunity/Affirmative Action Plan, requesting compliance on their part with that Plan and notifying them of potential consequences including sanctions for violation by them of that Plan.

## 12. INTERNAL AUDIT AND REPORTING SYSTEM

### A. PROGRAM EVALUATION

1. The major objectives of the Equal Employment Opportunity/Affirmative Action Plan evaluation are to:
  - (a) Assess the effectiveness of management in:  
  
Identifying the factors and problems that have bearing on equal employment opportunity/affirmative action.  
  
Developing and implementing action programs to meet and overcome any obstacles to full equality of opportunity.
  - (b) Assure that action is taken on all recommendations and directions affecting the positive implementation and administration of the Hardin County EEO/AAP.
2. The evaluation will be directed toward accomplished results rather than just efforts made.
3. The evaluation will focus attention on assessing the adequacy of program identification in the EEO/AAP and the extent to which specific action steps in the plan provide a solution, rather than mere identification of remaining problems and recommendations for their solution.
4. The evaluation shall determine that there is motivation for improvement and willingness at all organizational levels to follow through on problem resolution.

Suggestions for assuring that there is motivation for improvement include:

- (a) Closely integrating equal employment opportunity/affirmative action with management and services so that the impact of managerial activities and decisions on the Equal Employment Opportunity/Affirmative Action Plan can be readily identified.
- (b) Establishing priorities in the action plan so that problems which present the most potential blocks to successful fulfilment of Equal Employment Opportunity/Affirmative Action Goals are highlighted.
- (c) Including the greatest involvement of line managers to ensure that the action steps are realistic and that they are implemented.

This plan is not intended to be all-inclusive and will not be considered as an admission of neglect or neglect or discrimination based on intentional, non-intentional, omission, or any other related factor. Revisions, amendments, and updates will be made as necessary.

This document does not contain a description of all actions and good faith efforts being made by Hardin County in order to be in compliance with all applicable laws and regulations regarding employment practices. This document should be considered to be a summary of actions taken and to be taken as needs are identified.