

**KANE COUNTY**  
**AFFIRMATIVE ACTION PLAN**



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## **SECTION I**

### **Overview of Affirmative Action**

# INTRODUCTION

## PURPOSE AND BACKGROUND

The purpose of the Affirmative Action Plan is two-fold. First, to restate Kane County's commitment to equal employment opportunity and Affirmative Action. Secondly, to establish the actions that will be taken to ensure that commitment by setting goals and timetables.

In December of 1990, the Kane County Board passed as a statement of policy the Kane County Equal Employment Opportunity Policy. Since then, the statement has been incorporated into our Kane County Personnel Policy Handbook. In our quest to be an equal opportunity employer we have maintained that policy and are now wanting to expand the policy into an Affirmative Action Plan. A reaffirmation of that policy statement is included in the appendix. In keeping with that statement, the County will recruit, hire, train and promote into all job levels the most qualified persons without regard to race, color, religion, creed, gender, national origin/ancestry, age, disability, sexual orientation, marital status, political affiliation, veteran status, or any other legally protected status. Similarly, the County will continue to administer all other personnel matters (such as compensation, benefits, transfers, reductions in force, training, education, and social and recreational programs) in accordance with County policy.

## WHAT IS AFFIRMATIVE ACTION

Affirmative Action is an outreach activity to recruit, hire, promote and train minorities and females who are historically underrepresented in the work force. It involves identifying areas of inadequate representation in the work force, and then taking proactive steps to decrease this inequity.

Affirmative Action requires the County to do more than ensure employment neutrality with respect to race or sex. As the phrase implies, Affirmative Action requires the County to make additional efforts to recruit, hire and promote qualified members of groups formerly excluded, even if that exclusion cannot be traced to specific actions.

The premise of Affirmative Action is that unless steps are undertaken to overcome the effects of unintentional discrimination, a stance of neutrality will only tend to perpetuate the status quo indefinitely.

Affirmative Action means making an extra effort, where necessary, to make sure minorities/women understand the opportunities available and the job duties required.

Affirmative Action means that all supervisors should be sensitive to the feelings of uneasiness some minorities and females may feel, especially in jobs held predominantly in the past by non-minorities and males.

Finally, Affirmative Action also means accommodating the problems of persons with disabilities, unless the request for reasonable accommodations would cause undue hardship.

## **WHAT AFFIRMATIVE ACTION IS NOT**

Affirmative Action is not a program which allows discrimination against non-minorities or males. Employees and clients are protected against unlawful discrimination regardless of their race, color, religion, creed, gender, national origin/ancestry, age, disability, sexual orientation, marital status, political affiliation, veteran status, or any other legally protected status.

Affirmative Action is not a "quota" system for hiring minorities in preference of better qualified non-minorities. Affirmative Action is a policy designed to give the opportunity to minorities and females to progress equally with others.

Affirmative Action is not an excuse for lowering performance or conduct standards. Rather, it is a program of finding and preparing previously disadvantaged minority group members to compete on an equal footing with other. It would be a disservice to a minority person if less is expected because of that person's minority status.

Affirmative Action is not a means for hiring minorities/women in lower skill jobs and leaving them there. All employees should be offered opportunities for improving themselves and should be utilized to the fullest of their abilities.

## **MUTUAL BENEFIT**

The County has two equal and compatible commitments with regard to employment:

1. To maintain high performance expectations by employing competent, qualified individuals.
2. To uphold the spirit and requirements of Affirmative Action in employment consideration and decisions.

In summary, Kane County views Affirmative Action as being of benefit not only to employees and potential employees, but also of benefit to the County. The process of Affirmative Action broadens the pool of applicants for a particular job opening, thereby increasing the likelihood of finding the best person for the position.

## EXECUTIVE SUMMARY

The Kane County Affirmative Action Plan has been prepared by the Department of Human Resources to ensure equal employment opportunity and to establish a plan by which the County shall strive to increase the representation of minorities and females where below expected representation has been identified.

In 1990, Kane County adopted the Equal Employment Opportunity Policy which was established to ensure that all employees are treated fairly and without discrimination in our employment practices.

## AVAILABILITY

Based on the 1990 Census data, Kane County's general population is:

Females	48.9 %
White	85.1 %
Black	6.0 %
Hispanic	7.3 %
Other	1.6 %

The Kane County Labor Force Makeup is:

Females	44.3 %
White	85.8 %
Black	5.3 %
Hispanic	7.9 %
Other	1.6 %

Kane County's Citizen Occupations (Regardless of Employment Location) is:

<u>Occupations</u>	<u>Female</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other</u>
Executive/Administration	10.3 %	11.4 %	7.1 %	13.9 %
Professional	14.8 %	13.7 %	5.6 %	25.2 %
Technical	2.9 %	8.0 %	2.5 %	19.9%
Office/Clerical	28.5 %	37.3 %	25 %	18.6 %
Protective Service	1.3 %	3.3 %	1.8 %	.6 %
Skilled Craft	4 %	20.6 %	26.4 %	22.7 %
Service/Maintenance	12.4 %	11%	15.2 %	12.6 %

## UTILIZATION

The general configuration of Kane County's work force is:

Females	44.3 %
White	85.7 %
Black	5.2 %
Hispanic	7.4 %
Other	1.6 %

By occupational group the Kane County's utilization is:

<u>Occupation Group</u>	<u>Female</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other</u>
Executive/Administration	36.8 %	2.2 %	3.5 %	0.9 %
Professional	53.6 %	2.7 %	2.6 %	1.6 %
Technical	36.3 %	5.5 %	4.5 %	4.6 %
Office/Clerical	78.2 %	5.6 %	7.6 %	0.9 %
Protective Service	14.3 %	5.7 %	7.0 %	.5 %
Skilled Craft	13.8 %	4.0 %	13.6%	1.5 %
Service\Maintenance	22.4 %	4.4 %	7.3%	1.5 %

## GOALS

1. Enhance recruitment sources to include community agencies and leaders, schools, churches, colleges and newspapers that represent minority and female potential applicants.
  - a. Waubensee Community College
  - b. Aurora University
  - c. Elgin Community College
  - d. Black and Hispanic churches in Fox Valley area.
  - e. Fox Valley community agencies that represent minority population.
  - f. Utilize Fox Valley area newspapers that reach the largest area of residents
  
2. Improve upon our annual performance appraisal program. Each employee's performance will be evaluated annually (or more frequently if needed) to identify skill development areas that will ensure consideration for future promotional opportunities.
  - a. Hire a consultant to rate our current evaluation process and then develop a new form which allows promotional avenues of an equitable nature.
  - b. Train supervisors/managers in proper evaluation techniques that encourage and equalizes the promotion of qualified employees.
  - c. Standardize appraisals used throughout the county with consideration to specific departments.



3. Establish hiring goals in occupational areas where minorities and females are underrepresented. These include:

- a. **Executive/Administration**
  - 1 Hispanic male
  - 1 other female
- b. **Professionals**
  - 1 white female
- c. **Technicians**
  - 1 black male
  - 1 Hispanic male
  - 3 other male
- d. **Office/Clerical**
  - 3 black female
  - 2 black male
  - 2 other female
  - 1 other male
- e. **Protective Service**
- f. **Skilled Craft**
  - 1 black male
  - 1 Hispanic male
  - 1 Hispanic female
- g. **Service/ Maintenance**
  - 4 white female
  - 4 black female
  - 4 Hispanic female
  - 1 other female

\*This is not a quota system. It is Kane County's intention to continue hiring the most qualified candidate for every available position. Affirmative action will increase our pool of possible qualified candidates and proactively bring into the labor force minorities/women previously excluded.

4. Establish an internal audit and reporting system for each department.

- a. Require periodic reporting to insure numbers and compliance
- b. Establish training classes to assure understanding of Affirmative Action and its effects on the job market within Kane County to include not only minorities but disabled, veterans, and other protected groups.

5. Implement an applicant tracking system and maintain records in accordance with Federal guidelines.
  - a. Revamp the application process to include strict guidelines for the acceptance of applications. Develop job posting procedures to include the use of personnel requisitions.
  - b. Recording and tracking of minority and female applicants.
  - c. Place stringent controls on hiring process
6. Continue to periodically review and update the Affirmative Action Plan and implement accordingly.
  - a. Reevaluate the number and percentages to standardize needs of county.
  - b. Request periodic reports from departments to insure appropriate interviewing and hiring processes.
7. Evaluate hiring techniques and implement specific procedures which will standardize the process.
  - a. Conduct in-house training for supervisors/managers who are actively involved in the selection and interviewing process
  - b. Reinforce and promote equality in the selection process
8. Update and maintain current job descriptions for all positions in Kane County.
  - a. make these job descriptions readily available to all employees and potential employees
9. Each department shall keep records of any and all disciplinary actions taken against employees with a special emphasis placed on race, sex, and national origin. These records must include the number and type of sanctions imposed and they must be specific. These records will be forwarded to the Human Resources department for review and statistic reports.
10. Human Resources shall track future terminations to determine identification of employee race, sex, and national origin. It should also be noted whether these terminations were voluntary or involuntary. Future terminations will also be reviewed by the Director of Human Resources for indiscretions and statistical reports.

## **SECTION II**

### **The Legal Basis for Affirmative Action**

## THE LEGAL BASIS FOR AFFIRMATIVE ACTION

The Federal government requires that an Affirmative Action Plan exist for any federal contractor or subcontractor with 50 or more employees and which has a contract exceeding \$50,000. Additionally, any contractor doing business with the State of Illinois must develop an Affirmative Action Plan. The criteria for determining whether an agency or company is a contractor is whether it received any funds from any state agency.

In order for the Affirmative Action Plan to be considered "bona fide" by the Federal Government it must contain the following criteria:

1. The purpose of an Affirmative Action Plan is remedial in nature. It is simply to correct an imbalance in the work force that previously existed.
2. An Affirmative Action Plan must not hinder the interests of those employees not considered to be part of the protected group. There cannot be any discharges or replacements of employees not covered under the plan.
3. The plan must not exclude all non-covered group members.
4. The elements of the plan must be reasonable and temporary in nature.

**Note:** The full text of the various laws, regulations and orders requiring Equal Employment Opportunity/Affirmative Action are on file in the Department of Human Resources.

**SECTION III**  
**AVAILABILITY ANALYSIS**

## AVAILABILITY ANALYSIS

### Purpose

The purpose of this section is to determine the percentage of minorities and females that are available for employment for each of the eight EEO-4 Occupational groups.

To determine the percentage of minorities and females that are available for a specific occupational group we analyzed Kane County's labor and recruitment area and considered the following:

1. The minority population of Kane County
2. The size of the minority employment force in Kane County.
3. The percentage of the minority work force as compared with the total work force in the immediate labor area.
4. The general availability of minorities having the requisite skills in the recruitment area.

### **BREAKDOWN OF EMPLOYEES BY RACE/ETHNICITY AND SEX**

An Affirmative Action Plan divides employees by race/ethnicity and sex. The various races and ethnic groups that are used are:

1. **WHITE**  
All persons other than Hispanics having origins in any of the original peoples of Europe, North Africa, or the Middle East.
2. **BLACK**  
All persons other than Hispanic having origins in any of the Black racial groups of Africa.
3. **HISPANIC**  
All persons of Mexicans, Puerto Rican, Cuban, Central or South America, or other Spanish culture or origin, regardless of race.
4. **ASIAN OR PACIFIC ISLANDER**  
All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands.

5. **AMERICAN INDIAN OR ALASKAN NATIVE**

All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

**NOTE:**

The Equal Employment Opportunity Commission does not give us definitive guidelines of anthropological origins. The employee is to be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging.

**BREAKDOWN OF EMPLOYEES BY JOB GROUP**

The Equal Employment Opportunity Commission requires state and local governments to assign each employee to one of eight (8) job groups. This is done so that area of underrepresentation can be identified not only by department but also by general skill level within the organization. These required job groups are:

**A. EXECUTIVE/ADMINISTRATION**

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the County's operations, or provide specialized consultation on a regional, district or area basis.

**B. PROFESSIONAL**

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provided comparable knowledge.

**C. TECHNICAL**

Occupations which require a combination of basis scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

**D. PROTECTIVE SERVICE**

Occupations in which workers are entrusted with public safety, security and protection from destructive forces.

**E. PARAPROFESSIONALS**

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status.

**F. OFFICE/CLERICAL**

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.

**G. SKILLED CRAFT**

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.

**H. 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.

**AVAILABILITY ANALYSIS DATA SOURCE**

- Affirmative Action Information 1993, Kane County PMSA
- Illinois Department of Employment Security, Economic Information & Analysis Division
- Labor force availability by EEO-4 categories retrieved from the Data Processing department of Kane County. The source data is from the 1990 census, produced by the U.S. Bureau of the Census.
- 1993 Kane County Development Data Book

**RESULTS OF THE ANALYSIS**

**Kane County Government Statistics**

<b>Occupational Group</b>	<b><u>Female</u></b>	<b><u>Black</u></b>	<b><u>Hispanic</u></b>	<b><u>Other</u></b>
Executive/Administration	42.9 %	3.2 %	3.2 %	0.8 %
Professional	53.2 %	7.6 %	5.7 %	1.9 %
Technical	57.1 %	3.6 %	3.6 %	0.0 %
Office/Clerical	94.2 %	3.8 %	9.3 %	0.3 %
Protective Service	16.9 %	9.3 %	7.6 %	1.2 %
Skilled Craft	57.1 %	0.0 %	0.0 %	0.0 %
Service\Maintenance	7.2 %	4.8 %	4.8 %	1.2 %



## **SECTION IV**

### **Utilization Analysis and Affirmative Action Goals**

## UTILIZATION ANALYSIS

### Purpose

The purpose of this section is to provide data on the number and percentages of minorities and females in the County's work force by EEO-4 Occupation group:

- A. Executive\Administration
- B. Professionals (includes paraprofessionals)
- C. Technicians
- F. Office/Clerical
- E. Protective Service Workers
- F. Skilled Craft Workers
- G. Service/Maintenance

### DETERMINATION OF JOB GROUP BY TITLE AND WORK PERFORMED IN KANE COUNTY GOVERNMENT

It was necessary to place all employees in job groups which reflects the nature of the work they do most of the time. Consideration was given to job title, job duties and salary. A breakdown of the various groups will assist you in placing jobs to categories.

#### **EXECUTIVE/ADMINISTRATION**

Those placed in this category were Executive Directors, Directors, Managers, Supervisors. It was determined that these individuals exercise overall responsibility for execution of policies and procedures.

#### **PROFESSIONALS**

Due to a lack of division in the breakdown of these individuals with paraprofessionals, they were joined in on job groups. Therefore, these individuals consist of attorneys, paralegals, nurses, senior designers, programmers, administrative officers, engineers, accountants, probation officers, psychologists, teachers and sanitarians.

#### **TECHNICIANS**

These individuals consist of occupations which require technical knowledge coupled with manual skills, Those job groups include data specialists, planning/mapping/engineering technicians, telecommunicators, drug testers, lab/x-ray technicians, and environmental enforcement officers.

## OFFICE/CLERICAL

This job group consists of all clerical staff here in the County. There may be other duties that they perform but if the preponderance of their work is clerical in nature, they were placed in this category.

## PROTECTIVE SERVICE WORKERS

As the name implies, this job group entails those individuals who provide security, protection and public safety to county employees and residents. These occupations include sheriff deputies, security officers, animal wardens, and forest preserve police.

## SKILLED CRAFT WORKERS

These craftsman of sorts consist of those employees who perform work that requires special manual skills. Those jobs included are painters, printers and cooks.

## SERVICE/MAINTENANCE

As the name implies, these occupations consist of those people that perform duties that contribute to the comfort, convenience and hygiene or safety of the general public or those that contribute to the upkeep and care of buildings, facilities and grounds. They include maintenance staff, janitors, drivers, etc.

These percentages are compared to the percentages derived in the utilization analysis section for the purpose of determining those areas in which minorities and females are underrepresented.

### DIFFERENCE IN UTILIZATION

<b>Occupational Group</b>	<u>Female</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other</u>
Executive/Administration	+6 %	+1 %	-.3 %	-.1 %
Professional	-.4 %	+5 %	+3 %	+3 %
Technical	+20 %	-2 %	-1 %	-4 %
Office/Clerical	+16 %	-2 %	+2 %	.5 %
Protective Service	+3 %	+4 %	+6 %	+7 %
Skilled Craft	+43 %	-5 %	-13 %	-2 %
Service\Maintenance	-15 %	.4 %	-12 %	-.2 %

### Executive/Administration

The County has 126 employees in this occupational group. The labor market availability of minorities with the requisite skills is 6.6% ; the percentage for females is 36.8%.

Detailed information is shown on the following table.

**Goal Table #1 - 1994 Kane County Affirmative Action  
Plan**

Occupational Groups and Labor Force Availability for Kane County (EEO-4)

**Occupational Group: Executive/Administration**

	Percent Male	Percent Female	Percent White	Percent Black	Percent Hispanic	Percent All Other
Work Force of Kane County (Jobs Held in County)	63.2%	36.8%	93.4%	2.2%	3.5%	.9%
Kane County Govt. Work Force	57.1%	42.9%	92.8%	3.2%	3.2%	.8%
Difference in Utilization	-6.1%	+6.1	-.6%	+1%	-3%	-.1%

**GOALS:**    1 Hispanic Male  
              1 Other Female

Source: 1990 U.S. Census  
          1993 IDES Affirmative Action Information

## Professionals

The County has 263 employees in this occupational group. The labor market availability of minorities with the requisite skills is 5.9% ; the percentage for females is 53.6%.

Detailed information is shown on the following table.

## Goal Table #2 - 1994 Kane County

### Affirmative Action Plan

Occupational Groups and Labor Force Availability for Kane County (EEO-4)

#### Occupational Group: Professional

	Percent Male	Percent Female	Percent White	Percent Black	Percent Hispanic	Percent All Other
Work Force of Kane County (Jobs Held in County)	46.4%	53.6%	92.9%	2.7%	2.6%	1.6%
Kane County Govt. Work Force	46.8%	53.2%	84.8%	7.6%	5.7%	1.9%
Difference in Utilization	+4%	-.4%	-8.1%	+4.9%	+3.1%	+3%

GOALS: 1 White Female

Source: 1990 U.S. Census  
1993 IDES Affirmative Action Information

## Technicians

The County has 56 employees in this occupational group. The labor market availability of minorities with the requisite skills is 14.6% ; the percentage for females is 36.3%.

Detailed information is shown on the following table.



### Goal Table #3 - 1994 Kane County

#### Affirmative Action Plan

Occupational Groups and Labor Force Availability for Kane County (EEO-4)

### Occupational Group: Technical

	Percent Male	Percent Female	Percent White	Percent Black	Percent Hispanic	Percent All Other
Work Force of Kane County (Jobs Held in County)	63.7%	36.3%	85.4%	5.5%	4.5%	4.6%
Kane County Govt. Work Force	42.9%	57.1%	84.8%	3.6%	3.6%	0%
Difference in Utilization	-20.8%	-.4%	-8.1%	+4.9%	+3.1%	+3%

**GOALS:**  
 1 Black Male  
 1 Hispanic Male  
 3 Other Males

Source: 1990 U.S. Census  
 1993 IDES Affirmative Action Information

Office and Clerical (Administrative Support)

The County has 312 employees in this occupational group. The labor market availability of minorities with the requisite skills is 14.1% ; the percentage for females is 78.2%.

Detailed information is shown on the following table.

## Goal Table #4 - 1994 Kane County

### Affirmative Action Plan

Occupational Groups and Labor Force Availability for Kane County (EEO-4)

#### Occupational Group: Office/Clerical

	Percent Male	Percent Female	Percent White	Percent Black	Percent Hispanic	Percent All Other
Work Force of Kane County (Jobs Held in County)	21.8%	78.2%	85.9%	5.6%	7.6%	.9%
Kane County Govt. Work Force	5.8%	94.2%	86.6%	3.8%	9.3%	.3%
Difference in Utilization	-16%	+16%	+7%	-1.8%	+1.7%	-.6%

**GOALS:**

- 3 Black Females
- 3 Black Males
- 2 Other Female
- 1 Other Male

Source: 1990 U.S. Census  
1993 IDES Affirmative Action Information

### Protective Service Workers

The County has 172 employees in this occupational group. The labor market availability of minorities with the requisite skills is 13.2% ; the percentage for females is 14.3%.

Detailed information is shown on the following table.

## Goal Table #5 - 1994 Kane County

### Affirmative Action Plan

Occupational Groups and Labor Force Availability for Kane County (EEO-4)

#### Occupational Group: Protective Service

	Percent Male	Percent Female	Percent White	Percent Black	Percent Hispanic	Percent All Other
Work Force of Kane County (Jobs Held in County)	85.7%	14.3%	86.8%	5.7%	7%	.5%
Kane County Govt. Work Force	83.1%	16.9%	86.6%	9.3%	7.6%	1.2%
Difference in Utilization	-2.6%	+2.6%	-2%	+3.6%	+6%	+7%

#### GOALS:

Source: 1990 U.S. Census  
1993 IDES Affirmative Action Information

### Skilled Craft

The County has 14 employees in this occupational group. The labor market availability of minorities with the requisite skills is 19.1% ; the percentage for females is 13.8%.

Detailed information is shown on the following table.

## Goal Table #6 - 1994 Kane County

### Affirmative Action Plan

Occupational Groups and Labor Force Availability for Kane County (EEO-4)

#### Occupational Group: Skilled Craft

	Percent Male	Percent Female	Percent White	Percent Black	Percent Hispanic	Percent All Other
Work Force of Kane County (Jobs Held in County)	86.2%	13.8%	80.9%	4%	13.6%	1.5%
Kane County Govt. Work Force	42.9%	57.1%	86.6%	0%	0%	0%
Difference in Utilization	-43.3%	+43.3%	-.2%	-4%	-13.6%	-1.5%

**GOALS:**    1 Black Male  
                   1 Hispanic Female  
                   1 Hispanic Male

Source: 1990 U.S. Census  
 1993 IDES Affirmative Action Information

## Service and Maintenance

The County has 83 employees in this occupational group. The labor market availability of minorities with the requisite skills is 32.8% ; the percentage for females is 22.3%.

Detailed information is shown on the following table.



## Goal Table #7 - 1994 Kane County

### Affirmative Action Plan

Occupational Groups and Labor Force Availability for Kane County (EEO-4)

#### Occupational Group: Service/Maintenance

	Percent Male	Percent Female	Percent White	Percent Black	Percent Hispanic	Percent All Other
Work Force of Kane County (Jobs Held in County)	77.6%	22.4%	80.9%	4.4%	17.3%	1%
Kane County Govt. Work Force	92.8%	7.2%	86.6%	4.8%	4.8%	0%
Difference in Utilization	+15.2%	-15.2%	+5.7%	+4%	-12.5%	-1%

**GOALS:**

- 4 White Females
- 4 Black Males
- 4 Hispanic Males
- 1 Other Female

Source: 1990 U.S. Census  
1993 IDES Affirmative Action Information

**SECTION V**

**Kane County Affirmative Action Policy**

# COUNTY OF KANE

## HUMAN RESOURCES

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### AFFIRMATION OF POLICY

The Affirmative Action Program is an important aspect of Kane County Government. Since the EEO statement of 1991, significant increases in our employee populations of minorities and women have been achieved. However, we continue to find significant barriers to minorities and women seeking employment. Also, we are still underutilizing the available minorities in our labor force. To ensure the continued effectiveness of our program, we will continue to implement quantitative and qualitative reporting and monitoring procedures.

Kane County is also aware of legal developments in the area of affirmative action. Our policy will be based upon the desire to eliminate a distinct imbalance in our minority and female workforce as compared to the available labor force in our area. Our policy will seek to attain a workforce which mirrors the racial/ethnic/gender of the available workforce in our labor area. We have established flexible long and short term goals, have instituted the educating of our hiring authorities on equal employment opportunities, and lastly, to evaluate the effectiveness of our program periodically to ensure success. Our policy is neither designed, nor implemented, to maintain a racially balanced workforce.

In issuing this Affirmative Action Program, Kane County affirms its commitment and pledges its full support to equal employment opportunity for all persons, regardless of race, color, ancestry, religion, sex, national origin (including those for whom English is a second language or those who may have legal status as immigrants), marital status, sexual preference, physical handicap, medical condition, age, status as a disabled veteran or veteran of the wars including Viet Nam.

Recognizing that equal opportunity can only be achieved through demonstrated leadership and aggressive implementation of a viable Affirmative Action Program, our AAP sets forth specific affirmative action and equal employment opportunity responsibilities for managers, supervisors, and all employees. All employees are expected to make every reasonable effort to carry out their AAP responsibilities in spirit as well as in letter to assure that equal opportunity is available to all. We further expect all employees to demonstrate sensitivity to and respect to all other employees and to demonstrate commitment to Kane County's equal opportunity and affirmative action objectives.

## RESPONSIBILITY FOR IMPLEMENTATION

### **Purpose of This Section**

The purpose of this section is to explain the responsibilities of various individuals in implementing the provisions of this Affirmative Action Plan. Primary responsibility for Affirmative Action is vested in the Manager of Human Resources.

### Department of Human Resources Responsibilities

The Manager of Human Resources is responsible for this Affirmative Action Plan and shall endeavor to:

1. Assist in achieving Affirmative Action goals set for the County.
2. Develop policy statements, Affirmative Action Programs, internal and external communication techniques.
3. Assist in the identification of problem areas.
4. Assist other managers and supervisors in arriving at solutions to problems.
5. Utilize audit and reporting systems that will:
  - a. Measure the effectiveness of the County's programs.
  - b. Indicate the need for remedial action.
  - c. Determine the degree to which the County's goals and objectives have been attained.
6. Ensure technical compliance such as proper display of EEO posters and availability of comparable facilities for both sexes.
7. Serve as liaison between the County and enforcement agencies.
8. Serve as the liaison between the County and minority organizations, women's organization, and community action groups concerned with employment opportunities for minorities and women.
9. Keep management informed of the latest development in the entire equal opportunity area affecting the County.

10. Ensure that managers and supervisors understand it is their responsibility to take action to prevent the harassment of protected class employees and applicants for employment.
11. Implement the Affirmative Action Plan including internal and external dissemination of employer's EEO/AA policies and plan.

### LINE MANAGEMENT RESPONSIBILITIES

Partial responsibility of implementing an established Affirmative Action Plan resides with the manager who is empowered to make a decision affecting a Plan goal. Such managers will be advised of applicable goals and will be counseled and assisted by Human Resources. Each Director and Supervisor is specifically responsible with respect to complying with this Plan. Each such manager is to make good faith efforts to meet the goals listed in this plan and is to actively participate with the Department of Human Resources in identifying any problem areas.

**Line Management responsibilities include, but are not limited to the following:**

1. Assist in the identification of problem areas.
2. Audit training activities and hiring and promotion patterns to remove impediments to the attainment of goals and objectives.
3. Regularly discuss EEO with fellow managers, supervisors, and employees to be certain County's policies are being followed.
4. Conduct career counseling for all employees.
5. Encourage all employees, regardless of race, creed, color, religion, gender, national origin/ancestry, age, disability, marital status, political affiliation, veteran status, sexual orientation or any other legally protected status to participate in all County educational training, recreational, and social activities.
6. Review qualifications of all employees, regardless of race, color, religion, creed, gender, national origin/ancestry, age, disability, marital status, political affiliation, veteran status, sexual orientation or any other legally protected status to insure that minorities and women are given full opportunity for transfers and promotions.

All managers are responsible for the actual implementation of EEO policies and will be regularly reminded that managerial excellence is evaluated in part on their efforts to implement for Affirmative Action Plan and to promote a work environment conducive to its success. Management responsibility particularly includes the prevention of harassment of employees placed through Affirmative Action.

## **SECTION VI**

### **Supplemental Data and Tables**

**Summary Table of Population, Labor Force, and  
Work Force Utilized by Kane County Government.**

	Percent Female	Percent White	Percent Black	Percent Hispanic	Percent All Other
Population	48.9%	85.1%	6%	7.4%	1.5%
Labor Force Available	44.3%	85.7%	5.2%	7.4%	1.6%
Kane County Govt. Work Force	54.8%	86.8%	5.7%	6.5%	1%

Source: 1990 U.S. Census  
1993 IDES Affirmative Action Information

**Occupational Summary Table #1**  
**1994 Kane County**  
**Affirmative Action Plan**

**Occupational Group: Executive/Administration**

	WHITE		BLACK		HISPANIC		OTHER	
	Male	Female	Male	Female	Male	Female	Male	Female
Kane County Govt. Work Force	67	50	3	1	1	3	1	0

**Total Work Force: 126      Total Men: 72      Total Women: 54**  
**Total White: 117      Total Black: 4      Total Hispanic: 4      Total Other: 1**

Source: 1994 Kane County Human Resources



**Occupational Summary Table #2**  
**1994 Kane County**  
**Affirmative Action Plan**

**Occupational Group: Professional**

	WHITE		BLACK		HISPANIC		OTHER	
	Male	Female	Male	Female	Male	Female	Male	Female
Kane County Govt. Work Force	98	125	15	5	7	8	3	2

Total Work Force: 263      Total Men: 123      Total Women: 140  
 Total White: 223      Total Black: 20      Total Hispanic: 15      Total Other: 5

Source: 1994 Kane County Human Resources

**Occupational Summary Table #3**  
**1994 Kane County**  
**Affirmative Action Plan**

**Occupational Group: Technical**

	WHITE		BLACK		HISPANIC		OTHER	
	Male	Female	Male	Female	Male	Female	Male	Female
Kane County Govt. Work Force	24	28	0	2	0	2	0	0

**Total Work Force: 56      Total Men: 24      Total Women: 32**  
**Total White: 52      Total Black: 2      Total Hispanic: 2      Total Other: 0**

Source: 1994 Kane County Human Resources

**Occupational Summary Table #4**  
**1994 Kane County**  
**Affirmative Action Plan**

**Occupational Group: Protective Service**

	WHITE		BLACK		HISPANIC		OTHER	
	Male	Female	Male	Female	Male	Female	Male	Female
Kane County Govt. Work Force	116	25	14	2	11	2	2	0

Total Work Force: 172

Total Men: 143

Total Women: 29

Total White: 141

Total Black: 162

Total Hispanic: 13

Total Other: 2

Source: 1994 Kane County Human Resources

**Occupational Summary Table #5**  
**1994 Kane County**  
**Affirmative Action Plan**

**Occupational Group: Office/Clerical**

	WHITE		BLACK		HISPANIC		OTHER	
	Male	Female	Male	Female	Male	Female	Male	Female
Kane County Govt. Work Force	15	255	1	11	2	27	0	1

**Total Work Force: 312**  
**Total White: 270**

**Total Men: 18**  
**Total Black: 12**

**Total Women: 294**  
**Total Hispanic: 29**    **Total Other: 1**

Source: 1994 Kane County Human Resources

**Occupational Summary Table #6**  
**1994 Kane County**  
**Affirmative Action Plan**

**Occupational Group: Skilled Craft**

	WHITE		BLACK		HISPANIC		OTHER	
	Male	Female	Male	Female	Male	Female	Male	Female
Kane County Govt. Work Force	6	8	0	0	0	0	0	0

**Total Work Force: 14**  
**Total White: 14**

**Total Men: 6**  
**Total Black: 0**

**Total Women: 8**  
**Total Hispanic: 0**    **Total Other: 0**

Source: 1994 Kane County Human Resources

**Occupational Summary Table #7**  
**1994 Kane County**  
**Affirmative Action Plan**

**Occupational Group: Service/Maintenance**

	WHITE		BLACK		HISPANIC		OTHER	
	Male	Female	Male	Female	Male	Female	Male	Female
Kane County Govt. Work Force	68	6	4	0	4	0	1	0

**Total Work Force: 83**  
**Total White: 68**

**Total Men: 77**  
**Total Black: 4**

**Total Women: 6**  
**Total Hispanic: 4**

**Total Other: 1**

Source: 1994 Kane County Human Resources

### Work Force of Kane County (Jobs Held in County)

Occupation	Female	Black	Hispanic	Other
Executive/Adminstrative	36.8%	2.2%	3.5%	0.9%
Professional	53.6%	2.7%	2.6%	1.6%
Technical	36.3%	5.5%	4.5%	4.6%
Office/Clerical	78.2%	5.6%	7.6%	0.9%
Protective Service	14.3%	5.7%	7.0%	0.5%
Skilled Craft	13.8%	4.0%	13.6%	1.5%
Service/Maintenance	22.4%	4.4%	17.3%	1.0%

### Work Force of Kane County Government

Occupation	Female	Black	Hispanic	Other
Executive/Adminstrative	42.9%	3.2%	3.2%	0.8%
Professional	53.2%	7.6%	5.7%	1.9%
Technical	57.1%	3.6%	3.6%	0.0%
Office/Clerical	94.2%	3.8%	9.3%	0.3%
Protective Service	16.9%	9.3%	7.6%	1.2%
Skilled Craft	57.1%	0.0%	0.0%	0.0%
Service/Maintenance	7.2%	4.8%	4.8%	1.2%

### Difference in Utilization

Occupation	Female	Black	Hispanic	Other
Executive/Adminstrative	6.06%	0.97%	-0.33%	-0.11%
Professional	-0.37%	4.90%	3.10%	0.30%
Technical	20.84%	-1.93%	-0.93%	-4.60%
Office/Clerical	16.03%	-1.75%	1.69%	-0.58%
Protective Service	2.56%	3.65%	0.61%	0.65%
Skilled Craft	43.34%	-4.00%	-13.60%	-1.50%
Service/Maintenance	-15.17%	0.42%	-12.48%	0.20%

**Expected Employment (Using Kane Count Work Force Proportions)**

Occupation	Female	Black	Hispanic	Other
Executive/Adminstrative	46	3	4	1
Professional	141	4	7	4
Technical	20	3	3	3
Office/Clerical	244	17	24	3
Protective Service	25	10	12	1
Skilled Craft	2	1	2	0
Service/Maintenance	19	4	14	1

**Current Kane County Work Force**

Occupation	Female	Black	Hispanic	Other
Executive/Adminstrative	54	4	4	1
Professional	140	20	15	5
Technical	32	2	2	0
Office/Clerical	294	12	29	1
Protective Service	29	16	13	2
Skilled Craft	8	0	0	0
Service/Maintenance	6	4	4	1

**Difference of Expected Work Force**

Occupation	Female	Black	Hispanic	Other
Executive/Adminstrative	8	1	0	0
Professional	-1	16	8	1
Technical	12	-1	-1	-3
Office/Clerical	50	-5	5	-2
Protective Service	4	6	1	0
Skilled Craft	6	-1	-2	0
Service/Maintenance	-13	0	-10	0



AREA:  Sex and Minority Status	Kane County		ANNUAL AVERAGE: 1992				
	Civilian Lab. Force	Employed	Unemployment		Percent Distribution Labor		
			Number	Rate	Force	Emp.	Unemp.
Both Sexes	178,017	163,753	14,264	8.0%	100.0%	100.0%	100.0%
WHITE, INCL HISPANIC	152,738	142,838	9,900	6.5%	85.8%	87.2%	69.4%
BLACK, INCL HISPANIC	9,358	7,447	1,911	20.4%	5.3%	4.5%	13.4%
NATIVE AM., INC. HISP.	431	369	62	14.4%	0.2%	0.2%	0.4%
ASIAN & PAC. IS., I. H.	2,453	2,207	246	10.0%	1.4%	1.3%	1.7%
Others, INCL HISP. 1/	13,037	10,892	2,145	16.5%	7.3%	6.7%	15.0%
HISPANIC, ALL RACES	22,986	19,317	3,669	16.0%	12.9%	11.8%	25.7%
SUM OF NON-WHT. GRPS. 2/	48,265	40,232	8,033	16.6%	27.1%	24.6%	56.3%
Female Percent	78,831 44.3%	72,470 44.3%	6,361 44.6%	8.1%	100.0%	100.0%	100.0%
WHITE, INCL HISPANIC	68,118	63,442	4,676	6.9%	86.4%	87.5%	73.5%
BLACK, INCL HISPANIC	4,548	3,810	738	16.2%	5.8%	5.3%	11.6%
NATIVE AM., INC. HISP.	258	197	59	23.0%	0.3%	0.3%	0.9%
ASIAN & PAC. IS., I. H.	1,052	941	111	10.6%	1.3%	1.3%	1.7%
Others, INCL HISP. 1/	4,857	4,080	777	16.0%	6.2%	5.6%	12.2%
HISPANIC, ALL RACES	8,992	7,430	1,562	17.4%	11.4%	10.3%	24.6%
SUM OF NON-WHT. GRPS. 2/	18,705	16,458	3,247	16.5%	25.0%	22.7%	51.0%

Source: Illinois Department of Employment Security Estimates

1/ Includes all non-white races not elsewhere classified.

2/ Sum of Hispanic and all non-white races.

Note: Sum of individual items may not add to total due to rounding

TABLE 1. POPULATION BY SEX AND RACE/ETHNIC GROUP 1990

	COUNTY: KANE		PERCENT DISTRIBUTION			
	NUMBER		TOTAL	MALE	FEMALE	
TOTAL	317,471		100.0%	100.0%	100.0%	
WHITE, INCLUDING HISPANIC	270,301		85.1%	84.7%	85.6%	
BLACK, INCLUDING HISPANIC	18,981		0.0%	5.8%	0.2%	
NATIVE AMERICAN, INCL. HISP.	612		0.2%	0.2%	0.2%	
ASIAN & PACIFIC ISLANDER, INCL. HISP	0		1.4%	1.4%	1.4%	
REMAINING RACES, INCL. HISPANIC	7		7.3%	7.9%	6.7%	
HISPANIC, ALL RACES	22,741		13.3%	14.0%	12.6%	
SUM OF NON-WHITE GROUPS AND HISP	47,472		28.2%	29.3%	27.0%	

SOURCE: 1990 Census of Population and Housing

NOTE: The six race/ethnic categories are NOT Sum of individual items may not add to

exclusive. rounding.