STATE OF CONNECTICUT



DEPARTMENT OF EDUCATION



Series: 2004-05

Circular Letter: C-5

To:

Superintendents of Schools

Executive Directors of RESCs

Bidders, Grantees and Contractors

From:

Betty J. Stemberg, Commissioner of Education

Date:

January 3, 2005

SUBJECT:

Affirmative Action Requirements and Standard Statement of Assurances:

Contracts and Grants for Fiscal Years 2005-2007

The State Commission on Human Rights and Opportunities (CHRO) requires that all state contracts and grants include the provisions of Conn. Gen. Statutes 4a-60 and 4a-60a regarding nondiscrimination and affirmative action. Further, CHRO, which has the statutory responsibility to review, monitor and enforce these laws, requires all state agencies to collect information concerning the affirmative action practices of their contractors and grantees. The attached "Affirmative Action Requirements and Standard Statement of Assurances" has been prepared by the Department of Education to collect information required by these laws and the Administrative Regulations of Connecticut State Agencies (section 46a-68j-31 through 43).

Rather than filing a separate Affirmative Action Requirement and Standard Statement of Assurances with each grant application or contract, local and regional boards of education and regional educational service centers may file the enclosed packet and statement once for the biennial period 2005-2007.

The documents you submit under this request are public information, are shared with CHRO, and are assumed to be both accurate in their information and implemented as stated. Failure in either regard could result in a loss of state and federal funds as a result of action by this agency or other governmental body.

The biennial filing shall be used by the Department to report the appropriate data to CHRO pursuant to state regulations. However, please note that if your grant or contract calls for the use of a subcontractor, you must file a completed "Contractor's Minority Business Enterprises Utilization Form" with that particular grant or contract.

The Connecticut State Department of Education "Standard Statement of Assurances" for all federal and state grants and contracts is a separate document unrelated to the Affirmative Action Requirements, but with one biennial submission significantly reduces paperwork.

The completed requirements for your biennial filing is due on or before February 4, 2005, at the following address:

Affirmative Action Office State Department of Education 165 Capitol Avenue (Room 336) P. O. Box 2219 Hartford, Connecticut 06145

Please contact Carl Jordan or Barbara Brown in the Affirmative Action Office (860-713-6530) if you have any questions. Thank you.

BJS:cjb Enclosures

COMMISSION ON HUMAN RIGHTS AND OPPORTUNITIES CONTRACT COMPLIANCE REGULATIONS NOTIFICATION TO BIDDERS

The contract to be awarded is subject to contract compliance requirements mandated by Sections 4a-60 and 4a-60a of the Connecticut General Statutes; and, when the awarding agency is the State, Sections 46a-71(d) and 46a-81i(d) of the Connecticut General Statutes. There are Contract Compliance Regulations codified at Section 46a-68j-21 through 43 of the Regulations of Connecticut State Agencies, which establish a procedure for awarding all contracts covered by Sections 4a-60 and 46a-71(d) of the Connecticut General Statutes.

According to Section 46a-68j-30(9) of the Contract Compliance Regulations, every agency awarding a contract subject to the contract compliance requirements has an obligation to "aggressively solicit the participation of legitimate minority business enterprises as bidders, contractors, subcontractors and suppliers of materials." "Minority business enterprise" is defined in Section 4a-60 of the Connecticut General Statutes as a business wherein fifty-one percent or more of the capital stock, or assets belong to a person or persons: "(1) Who are active in daily affairs of the enterprise; (2) who have the power to direct the management and policies of the enterprise; and (3) who are members of a minority, as such term is defined in subsection (a) of Section 32-9n." "Minority" groups are defined in Section 32-9n of the Connecticut General Statutes as "(1) Black Americans . . . (2) Hispanic Americans (3) persons who have origins in the Iberian Peninsula . . . (4)Women . . . (5) Asian Pacific Americans and Pacific Islanders; (6) American Indians . . ." An individual with a disability is also a minority business enterprise as provided by Section 4a-60g of the Connecticut General Statutes. The above definitions apply to the contract compliance requirements by virtue of Section 46a-68j-21(11) of the Contract Compliance Regulations. The awarding agency will consider the following factors when reviewing the bidder's qualifications under the contract compliance requirements:

- (a) the bidder's success in implementing an affirmative action plan;
- (b) the bidder's success in developing an apprenticeship program complying with Sections 46a-68-1 to 46a-68-17 of the Administrative Regulations of Connecticut State Agencies, inclusive;
- (c) the bidder's promise to develop and implement a successful affirmative action plan;
- (d) the bidder's submission of employment statistics contained in the "Employment Information Form", indicating that the composition of its workforce is at or near parity when compared to the racial and sexual composition of the workforce in the relevant labor market area; and
- (e) the bidder's promise to set aside a portion of the contract for legitimate minority business enterprises. See Section 46a-68j-30(10)(E) of the Contract Compliance Regulations.
- * INSTRUCTIONS Bidder must sign acknowledgment below, and return acknowledgment to awarding agency along with bid proposal.

Signature Date

On behalf of:

The undersigned acknowledges receiving and reading a copy of the "Notification to Bidders" form.

CONNECTICUT COMMISSION ON HUMAN RIGHTS AND OPPORTUNITIES CONTRACT COMPLIANCE REGULATIONS AND NOTIFICATION TO BIDDERS

Sec. 46a-68j-23. Obligations of contractors

Every contractor awarded a contract subject to contract compliance requirements shall:

- 1. comply fully with all federal and State antidiscrimination and contract compliance laws, and shall not discriminate or permit a discriminatory practice to be committed;
- 2. cooperate fully with the commission;
- 3. submit periodic reports of its employment and subcontract practices in such a form, in such a manner and at such a time as may be prescribed by the commission;
- 4. provide reasonable technical assistance and training to minority business enterprises to promote the participation of such concerns in State contracts and subcontracts;
- 5. make a good faith effort, based upon the availability of minority business enterprises in the labor market area, to award a reasonable proportion of all subcontracts to such enterprises;
- 6. maintain full and accurate support data for a period of two (2) years from the date the record is made or the date the contract compliance form is submitted, whichever is later, provided that this provision shall not excuse compliance with any other applicable record retention statute, regulation or policy providing for a period of retention in excess of two (2) years;
- 7. not discharge, discipline or otherwise discriminate against any person who has filed a complaint, testified or assisted in any proceeding with the commission;
- 8. make available for inspection and copying any support data required by the commission, and make available for interview any agent, servant or employee having knowledge of any matter concerning the investigation of a discriminatory practice complaint or any matter relating to a contract compliance review;
- 9. include a provision in all subcontracts with minority business enterprises requiring that the minority business enterprise provide the Commission with such information on its structure and operations as the Commission finds necessary to make an informed determination as to whether the standards of Section 4a-60 of the Connecticut General Statutes, as amended by Section 2 of Public Act 89-253, have been met; and
- 10. undertake such other reasonable activities or efforts as the Commission may prescribe to ensure the participation of minority business enterprises as State contractors and subcontractors

Sec. 46a-68j-24. Utilization of minority business enterprises

a. Contractors shall make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on all projects subject to contract compliance requirements.

EMPLOYMENT INFORMATION FORM

STATE OF CONNECTICUT COMMISSION ON HUMAN RIGHTS & OPPORTUNITIES WORKFORCE ANALYSIS AFFIRMATIVE ACTION REPORT

DDER/CONTRACTOR			CON	NTACT PERSO)N				DATE		
DDRESS			<u> </u>		.,	PHON	E NUMBER		CONTRACT AWA	RD NUMBER	
ort all permanent fi	ull-time or part-time empl	oyees, inclu	ıding appren	tice and or	n-the-job trai	nees. Ente	r the number	rs on all li	nes and in all	columns.	
JOB CATEGORIES	OVERALL TOTALS (Sum of all Columns, A thru E	WHITE	A (NOT OF C ORIGIN)	BLACK	B (NOT OF IC ORIGIN)		C PANIC		D IAN OR CISLANDER		E NDIAN OR
	Male and Female)	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMAL
Officials and Managers				·							
Professional s											
Technician s											
Sale Workers											
Office and Clerical											
Craft Workers (Skilled)				-							
Operatives (Semi-skilled)											
Laborers (Unskilled)											
Service Workers									-		
TOTALS ABOVE			:					* ·			
Do you use minori	ty businesses as subcon	tractors or	suppliers?	YES	□ NO	Explain:	·!		•		
If Ct. based, do you	u post all employment op	enings with	the State of	Connectic	ut	Explain:			*************************************		
Employment Servi	ce?			YES	□ NO						
Do you implement	a written Affirmative Act	ion Plan?		YES	□ NO	Explain:					

DEFINITIONS FOR WORKFORCE ANALYSIS

RACE/ETHNIC IDENTIFICATION:

You may acquire the race/ethnic information necessary for this report either by visual surveys of the Workforce, or from records as to the identity of employees after the starting date of employment.

Please note that conducting a visual survey and keeping records of the race/ethnic identity of employees is legal in all jurisdictions and under all Federal and State Laws.

Race/ethnic designations as used by the Equal Employment Opportunity Commission do not denote scientific definitions of anthropological origins. For the purpose of this report, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging. However, no person should be counted in more than one race/ethnic group.

DESCRIPTION OF JOB CATEGORIES:

Officials and managers: Occupations requiring administrative managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firm's operations. Includes: officials, executives, middle management, plan managers, department managers, and superintendents, salaried supervisors who are members of management, purchasing agents and buyers, railroad conductors and yard masters, ship captains, mates and other officers, farm operators and managers, and kindred workers.

<u>Professionals</u>: Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. <u>Includes</u>: accountants and auditors, airplane pilots, and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, and kindred workers.

Technicians: Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two (2) years of post-high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed practical or vocational nurses, photographers, radio operators, scientific assistants, surveyors, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.

Sales: Occupations engaging wholly or primarily in direct selling. Includes kindred workers.

Office and clerical: All clerical type work regardless of level of difficulty. <u>Includes</u> kindred workers.

<u>Craft Workers</u>: (skilled) - Manual workers of relatively high skill level having a thorough comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of taining. <u>Includes</u> kindred workers.

<u>Operatives</u>: (semiskilled) - Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. <u>Includes</u> kindred workers.

<u>Laborers</u>: (unskilled) - Workers in manual occupations which generally require no special training, perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. <u>Includes</u> kindred workers.

On-the job trainees:

<u>Production</u>: Persons engaged in formal training as a craft worker - when not trained under apprentice programs - operative, laborer and service occupations.

<u>White collar</u>: Persons engaged in formal training for clerical, managerial, professional, technical, sales office and clerical occupations.

CONNECTICUT STATE DEPARTMENT OF EDUCATION STANDARD STATEMENT OF ASSURANCES GRANT PROGRAMS

PROJECT IIILE:	Federal & S	tate Education Grants & Contri	acts: 1/5/200	<u> 15-0/30/2007</u>
THE APPLICANT:			HEREBY.	ASSURES THAT
		(Insert Agency/School Name)		

- A. The applicant has the necessary legal authority to apply for and receive the proposed grant;
- **B.** The filing of this application has been authorized by the applicant's governing body, and the undersigned official has been duly authorized to file this application for and on behalf of said applicant, and otherwise to act as the authorized representative of the applicant in connection with this application;
- **C.** The activities and services for which assistance is sought under this grant will be administered by or under the supervision and control of the applicant;
- **D.** The project will be operated in compliance with all applicable state and federal laws and in compliance with regulations and other policies and administrative directives of the Connecticut State Board of Education and the State Department of Education;
- E. Grant funds shall not be used to supplant funds normally budgeted by the agency;
- **F.** Fiscal control and accounting procedures will be used to ensure proper disbursement of all funds awarded;
- **G.** The applicant will submit a final project report (within 60 days of the project completion) and such other reports, as specified, to the State Department of Education, including information relating to the project records and access thereto as the State Department of Education may find necessary;
- **H.** The Connecticut State Department of Education reserves the exclusive right to use and grant the right to use and/or publish any part or parts of any summary, abstract, reports, publications, records and materials resulting from this project and this grant;
- I. If the project achieves the specified objectives, every reasonable effort will be made to continue the project and/or implement the results after the termination of state/federal funding;
- J. The applicant will protect and save harmless the State Board of Education from financial loss and expense, including legal fees and costs, if any, arising out of any breach of the duties, in whole or part, described in the application for the grant;
- **K.** At the conclusion of each grant period, the applicant will provide for an independent audit report acceptable to the grantor in accordance with Sections 7-394a and 7-396a of the Connecticut General Statutes, and the applicant shall return to the State Department of Education any moneys not expended in accordance with the approved program/operation budget as determined by the audit;

- L. The grant award is subject to approval of the State Department of Education and availability of state or federal funds.
- M. The applicant agrees and warrants that Sections 4 -190 to 4 -197, inclusive, of the Connecticut General Statutes concerning the Personal Data Act and Sections 10-4-8 to 10-4-10, inclusive, of the Regulations of Connecticut State Agencies promulgated thereunder are hereby incorporated by reference.

N. Required Language:

1) For purposes of this section, "Commission" means the Commission on Human Rights and Opportunities.

For the purposes of this section, "minority business enterprise" means any small contractor or supplier of materials fifty-one percent or more of the capital stock, if any, or assets of which is owned by a person or persons: (a) who are active in the daily affairs of the enterprise, (b) who have the power to direct the management and policies of the enterprise and (c) who are members of a minority, as such term is defined in subsection (a) of Conn. Gen. Statue Section 32-9n; and "good faith" means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations. "Good faith efforts" shall include, but not be limited to, those reasonable initial efforts necessary to comply with statutory or regulatory requirements and additional or substituted efforts when it is determined that such initial efforts will not be sufficient to comply with such requirements.

For purposes of this section, "sexual orientation" means having a preference for heterosexuality, homosexuality or bisexuality, having a history of such preference or being identified with such preference, but excludes any behavior which constitutes a violation of part VI of chapter 952 of the general statutes.

2) The contractor agrees and warrants that in the performance of the contract such contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, mental retardation or physical disability, including, but not limited to, blindness, unless it is shown by such contractor that such disability prevents performance of the work involved, in any manner prohibited by the laws of the United States or of the state of Connecticut. If the contract is for a public works project, the contractor agrees and warrants that he will make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on such project. The contractor further agrees to take affirmative action to insure that applicants with job related qualifications are employed and that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, mental retardation, or physical disability, including, but not limited to, blindness, unless it is shown by such contractor that such disability prevents performance of the work involved; (b) the contractor agrees, in all solicitations or advertisements for employees placed by or on behalf of the contractor, to state that it is an "Affirmative Action-Equal Opportunity Employer" in accordance with regulations adopted by the commission; (c) the contractor agrees to provide each labor union or representative of workers with which such contractor has a collective bargaining agreement or other contract or understanding and each vendor with which such contractor has a contract or understanding, a notice to be provided by the Commission, advising the labor union or worker's representative of the contractor's commitments under this section and to post copies of the notice in conspicuous places available to employees and applicants for employment; (d) the contractor agrees to comply with each provision of this section and Conn. Gen. Stat. Sections 4a-62, 32-9e, 46a-56 and 46a-68b to 46a-68k, inclusive, and with each regulation or relevant order issued by said Commission pursuant to said sections; (e) the contractor agrees to provide the

Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the contractor as relate to the provisions of this section and section 46a-56.

- 3) Determination of the contractor's good faith efforts shall include but shall not be limited to the following factors: The contractor's employment and subcontracting policies, patterns and practices; affirmative advertising, recruitment and training; technical assistance activities and such other reasonable activities or efforts as the Commission may prescribe that are designed to ensure the participation of minority business enterprises in public works projects.
- 4) The contractor shall develop and maintain adequate documentation, in a manner prescribed by the commission, of its good faith efforts.
- 5) The contractor shall include the provisions of subsection (2) of this section in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the state and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the commission. The contractor shall take such action with respect to any such subcontract or purchase order as the commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with this section and Conn. Gen. Statue Sections 4a-62, 32-9e, 46a-56 and 46a-68b to 46a-68k, inclusive; provided if such contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the state and the state may so enter.
- 6) The contractor agrees to comply with the regulations referred to in this section as they exist on the date of this contract and as they may be adopted or amended from time to time during the term of this contract and any amendments thereto.
- 7) The contractor agrees and warrants that in the performance of the contract such contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of sexual orientation, in any matter prohibited by the laws of the United States or of the State of Connecticut, and that employees are treated when employed without regard to their sexual orientation; (b) the contractor agrees to provide each labor union or representative of workers with which such contractor has a collective bargaining agreement or other contract or understanding and each vendor with which such contractor has a contract or understanding, a notice to be provided by the Commission on Human Rights and Opportunities advising the labor union or workers' representative of the contractor's commitments under this section, and to post copies of the notice in conspicuous places available to employees and applicants for employment: (c) the contractor agrees to comply with each provision of this section and with each regulation or relevant order issued by said commission pursuant to section 46a-56 of the general statutes; (d) the contractor agrees to provide the commission on human rights and opportunities with such information requested by the commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the contractor which relate to the provisions of this section and section 46a-56 of the general statutes.
- 8) The contractor shall include the provisions of subsection (7) of this section in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the state and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with section 46a-56 of the

general statutes; provided, if such contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the state and the state may so enter.

I, the undersigned authorized official, hereby certify that these assurances shall be fully implemented.

Signature			-	
Name (typed)				
Title (typed)	· .		· · · · · · · · · · · · · · · · · · ·	
Date		<u> </u>		

Rev. 6/99

CONTRACTOR'S MINORITY BUSINESS ENTERPRISES

UTILIZATION FORM

NAME AND ADDRESS OF AWARDING AGENCY: NAM	IE AND ADDRESS OF CONTR	ACTOR:
PROJECT NO:		
DATE AWARDED:		
DATE BID OPENED		
NOTICE TO CONTRACTORS: Under Section 46a-68J-23(5) of the Contract GOOD FAITH EFFORTS to employ Minority Business Enterprises (MBEs) as to contract compliance requirements. The contract which is referenced above is	subcontractors and suppliers of ma	aterials on all projects subject
<u>INSTRUCTIONS</u> : List the name and addresses of all MBEs you have selected the MBEs selected as subcontractors and suppliers of materials meet the criteria	d as subcontractors and suppliers of for MBEs set out in Section 4a-60	f materials for this project. If of Connecticut General
Statutes, contractors MUST complete the attached affidavit. If such business are Development and if the contractor wishes the Commission on Human Rights are an unregistered MBE in the evaluation of the contractor's good faith efforts, or	not currently registered with the I do Opportunities (CHRO) to conside	Department of Economic ler favorably the selection of
the affidavit must be filled out in triplicate, with the original sent to the CHRO,	ond actors wrost complete the att	and Street, Hartford.
Connecticut 06106; one copy sent to the Awarding Agency; and one copy retain	Contract Compliance Unit, 21 Gra ned by contractor. If the contractor	does not wish the CHRO to
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This form developed pursuant to Section 46a-68j-23(5) of Regulations of Connecticut state Agencies concerning Contract Compliance.

AFFIDAVIT

I,			acting on be	chalf of
	(Name of persor	signing certification)		
			of which I am the	
	(Contractor)			
			Certify and affirm:	
	(Title)		Certify and armin.	
		cmt C 11		1 4
/or suppliers of	applicable:	That the following	owing minority business su	ocontractors and
materials that		has hi	red for Contract No.	with
	(Contractor)			
		meet	the criteria for Minority Bus	siness Enterprises
set out in (Awarding Age				
Section 4a-60 of t	he Connecticut	General Statutes:		· · · · · · · · · · · · · · · · · · ·
		(Lists nan	nes of Minority Business Enterprises that q	ualified under current
statutory require	ements)			
Check if provision following	applicable:	That the		has hired the
ionowing			(Contractor)	
minority business with	subcontractors	or suppliers of ma	terials for Contract No.	
			that are not registered with	h the Denortment
of			_ that are not registered with	ii tile Departificit
(Aw	=	ich should be con	nsidered by the Connecticut	Commission on
Opportunities who	en evaluating	·		the good faith
efforts:	· · ·	(Contractor)		
		(List names or unreg	istered MREc)	· · · · · · · · · · · · · · · · · · ·
		(List harnes of direg	istered MDLs)	
I further or requirements cod statutes.	certify and affi	rm that I have re 4a-60 and Sect	ead and understand the contion 46a-7 1 (d) of the Con	tract compliance inecticut General
			ead and understand the congh 43 of the Regulations of	

I understand that false statements made herein are punishable by law.

Agencies.

Subscribed and sworn to befo	(Signature and Title of Official Making the Affidavit) re me, this day of	19
Subscribed and sworn to befo	re me, this day of	19
·		
Notary Public/Commissioner of t	he Superior Court	
My Commission Expires		
	CERTIFICATE OF CORPORATION	ar of the
	certify that I am the Secreta coing instrument; that I have been duly authorized to affix the	
Corporation to such papers as re	quire the seal; that	, who
	instrument was duly signed for and in behalf of said Corp	
•	and is within the scope of its Corporation powers.	
	(Signature of person Certifying)	

(Corporate Seal)

SAMPLE: (You may use this as an example or you may use it as your statement by placing it on your letterhead).

AFFIRMATIVE ACTION POLICY STATEMENT

It has always been the policy and will continue to be the strong commitment of
and all contractors and subcontractors who do business with
to provide equal opportunities in employment to all
qualified persons solely on the basis of job-related skills, ability and merit.
will continue to take affirmative action to ensure
that no persons are discriminated against with regard to their race, color, sex, sexual
orientation, national origin, ancestry, religion, age, physical disability, mental retardation,
marital status, present or past history of mental disorder, learning disability or criminal
record. Such action includes, but is not limited to, employment, upgrading, demotion or
transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or
other forms of compensation and selection for training including apprenticeship.
will continue to make good faith efforts to comply with all
will continue to make good faith efforts to comply with all federal and state laws and policies which speak to Equal Employment Opportunity and
federal and state laws and policies which speak to Equal Employment Opportunity and
federal and state laws and policies which speak to Equal Employment Opportunity and Affirmative Action.
federal and state laws and policies which speak to Equal Employment Opportunity and Affirmative Action. Equal Employment Opportunity is essential, but is not enough to guarantee the full and
federal and state laws and policies which speak to Equal Employment Opportunity and Affirmative Action. Equal Employment Opportunity is essential, but is not enough to guarantee the full and fair employment of minorities, women or other protected classes. Therefore, Affirmative
federal and state laws and policies which speak to Equal Employment Opportunity and Affirmative Action. Equal Employment Opportunity is essential, but is not enough to guarantee the full and fair employment of minorities, women or other protected classes. Therefore, Affirmative Action is necessary. Affirmative Action is results - oriented programs used to address
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federal and state laws and policies which speak to Equal Employment Opportunity and Affirmative Action. Equal Employment Opportunity is essential, but is not enough to guarantee the full and fair employment of minorities, women or other protected classes. Therefore, Affirmative Action is necessary. Affirmative Action is results - oriented programs used to address and overcome the present effects of past discrimination.

This Policy Statement is based on both the spirit and the letter of state and federal anti

discrimination laws, regulations and executive orders. Accordingly, care is taken to