



UNIVERSITY OF
MARY WASHINGTON

where great minds get to work

Procurement Services

REQUEST FOR PROPOSALS – UNSEALED

ISSUE DATE: April 23, 2013

RFP NUMBER AND TITLE: URFP 13-91 Affirmative Action Plan/Reporting Services

COMMODITY CODE: 91866, 91865, 91885

ISSUING AGENCY: Commonwealth of Virginia, University of Mary Washington, Eagle Village Executive Offices, 1125 Jefferson Davis Hwy., Suite 480, Purchasing Office, Fredericksburg, Virginia 22401

LOCATION WHERE WORK WILL BE PERFORMED: Fredericksburg, Virginia

PERIOD OF CONTRACT: Date of Award through two years, with up to eight (8) one-year renewal options.

INFORMAL UNSEALED PROPOSALS DUE DATE AND TIME: Unsealed Proposals for furnishing the goods/services described herein will be received until May 6, 2013, 3:00 PM. *Proposals may be sent via fax to 540/654-1168 or preferably via email to mkishpau@umw.edu.* If hand delivered, it is the responsibility of the offeror to ensure that the proposal is submitted in an envelope or container that clearly identifies the contents as a proposal submission in response to this Request for Proposals as well as provision of a separate redacted proposal if proprietary information is submitted. Also see section IV herein. Proposals must reach the above-provided email address, fax, or physical location by the designated date and time in order to be considered.

QUESTIONS/INQUIRIES: All inquiries for information should be directed via email to Melva A. H. Kishpaugh, VCO; mkishpau@umw.edu, referencing this solicitation by number and title. *No questions will be accepted after May 1, 2013, 4:00 PM.*

In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Firm Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation and the Undersigned Firm hereby certifies that all information provided below and in schedule or attachment of this document is true, correct and complete. **THIS FORM MUST BE COMPLETED AND RETURNED WITH PROPOSAL.**

Virginia Contractor License No. : _____
Class: _____ Specialty Codes: _____

EVA Vendor ID or DUNS number _____
FEIN# _____ SCC# _____

NAME AND ADDRESS OF OFFERING FIRM:

OutSolve, L.L.C.
3116 5th Street
Metairie, LA 70002

(PLEASE PRINT)
Metairie, LA Zip Code: 70002
TEL: 504 486-2410 FAX: 504 486-2411

WBE
DMBE Cert. # 241474 Exp. Date: 6/31/2013

DATE: 5/6/2013

BY: [Signature]

(SIGNATURE IN INK)

PRINTED NAME: ELI ST. JULIEN

TITLE: VP of Sales
E-mail: ESTJULIEN@OUTSOLVE-LLC.COM

Check all that apply: Small Business: _____
Minority-Owned: _____ Women-Owned: ☒

Note: This public body does not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.



UNIVERSITY OF
MARY WASHINGTON

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Procurement Services

Contract #13-91
UNIVERSITY OF MARY WASHINGTON
Commonwealth of Virginia
Standard Contract

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This contract entered into this 24th day of June 2013, Outsolve, L.L.C., hereinafter called the "Contractor" and the Commonwealth of Virginia, University of Mary Washington called the "Purchasing Agency", or UMW.

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF SERVICES: The Contractor shall provide the services described herein:
Affirmative Action Plan and Reporting and associated services

PERIOD OF CONTRACT: June 24, 2013; through June 23, 2015 with an option to renew for eight (8) additional one year periods.

COMPENSATION AND METHOD OF PAYMENT: Will be in accordance with the contract documents.

CONTRACT DOCUMENTS: The contract documents shall consist of this signed Contract, the general conditions, special conditions, offeror's proposal, Offeror's revised proposal, subsequent clarifications and modifications as described in Attachment I, all of which are incorporated herein by reference and constitute the "contract documents."

Any contractual claims shall be submitted in accordance with the contractual dispute procedures set forth in the Commonwealth of Virginia's Vendor Manual.

In witness, whereof, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:

By: 

Title: VP of Sales

Date: 6/21/2013

FEI/FIN#

72-1427093

PURCHASING AGENCY:

By: 

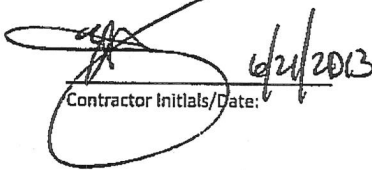
Title: Asst VP for Business Services & CPO

Date: 6/24/2013

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia 2.2-4343.1* or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any basis prohibited by state law relating to discrimination in employment.

ATTACHMENT I

- I. Deliverables – Annual Services (Fee Structure \$3995.00- year one, \$3795.00-year two):
 - A. Affirmative Action Plan Components – One (1) affirmative action plan and compliance support for approximately 1000 employees, inclusive of all required reports (but not limited to) under and in full compliance with Title 41 Chapter 60-2.
 - B. Determine the internal and external availability; identify the most current and up to date availability that is relevant for higher education institutions. Use the Survey of Earned Doctorates (SED) for the faculty availability data at no additional cost.
 - C. Prepare the Two-Factor Analysis and supporting documents.
 - D. Perform the utilization analyses.
 - E. Calculate goals and timetables.
 - F. Deliver a complete set of federally compliant affirmative action reports in printed form with the appropriate narrative texts.
 - G. Prepare a compensation analysis to identify potentially discriminating pay practices and to meet the requirements of compensation audits performed by the Office of Federal Contract Compliance Programs (OFCCP).
 - H. Provide diversity reports that include breakdowns of the data to executive level (President and Provost, 3 Senior VP reports).
 - I. Service and support; including but not limited to, phone and technical support.
 1. Dedicated consultant
 2. Unlimited phone consultation
 3. Unlimited audit support
 4. AAP implementation resources
 5. Compliance assistance
 6. Training webinars throughout the plan year (contract year)
 7. Annual client seminar in New Orleans (per VA travel regulations)
 8. Booklets and Posters for each plan
 9. Secure Client Website
- II. Additional Services
 - A. Regression Analysis Services (on an as needed basis)
 1. Fee Structure: Cost - Between 11-31 groupings (post-exclusion) - \$4,995.00
 2. Project Scope:
 - a. Conduct a project meeting with University staff and counsel to determine a timeline, needed data and appropriate staff resources needed to successfully complete the project
 - b. Request a new data file specific to the compensation study
 - c. Review and clean data through communication with University of Mary Washington staff
 - d. Conduct initial analysis of jobs eligible for regression analysis
 - e. Deliver analyses and written text explaining the results
 - f. Conduct a conference call to review results and prepare for follow-up analyses with appropriate University staff
 - g. Collect additional data variables needed for jobs identified as significant and conduct second round of analysis including steps above to finalize legitimate problem areas and identify potential financial liability
 - h. Deliver results to University of Mary Washington staff


Contractor Initials/Date:



May 6, 2013

Ms. Melva A. H. Kishpaugh
Assistant Director, Procurement Services
University of Mary Washington
1301 College Avenue
Fredericksburg, VA 22401

Dear Melva:

OutSolve is grateful for the opportunity to submit a proposal and earn your business. It is our intent to demonstrate that OutSolve is the premier provider of EEO/AA services by delivering a complete solution while illustrating creativity and innovation that will both reduce exposure and increase your opportunity to make affirmative action a vital part of University of Mary Washington's business culture.

OutSolve is a proven affirmative action and equal opportunity partner with demonstrated ability to handle clients the size and scope of University of Mary Washington. Our reputation and continued success over the past 14 years are a testament to the quality of services and products that we provide.

We appreciate this opportunity. Please contact me if we can provide any additional information. I will call you next week as a follow-up. Until then, if I can provide any additional assistance, please contact me.

Sincerely,

Eli St. Julien
OutSolve, LLC
estjulien@outsolve-hr.com



Affirmative Action Plan/Reporting Services
For



May 6, 2013

Prepared by:

Eli St. Julien

OutSolve, LLC

Phone 504-486-2410

E-mail estjulien@outsolve-hr.com



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Exhibits

Exhibit A	Women's Business Enterprise Certificate
Exhibit B	Customization – Case Studies
Exhibit C	Requested Data Elements
Exhibit D	Sample Service Agreement
Exhibit E	Annual Training Program - 2013
Exhibit F	“Inside Affirmative Action” Booklet (<i>hard copy only</i>)
Exhibit G	Affirmative Action/EEO Poster
Exhibit H	Partial Client List



Capability

OutSolve is a certified Women's Business Enterprise (WBE) specializing in all aspects of affirmative action planning and compliance issues (see Exhibit A). Our firm is owned and managed by three principals, two of whom are women. The owners actively participate and oversee all aspects of the daily operations. OutSolve is based in New Orleans and supports a broad range of clients throughout the country. We currently prepare approximately 10,000 affirmative action plans per year, yet with the management and technical resources and capacity to handle a significantly higher volume.

Affirmative action planning and compliance are all we do. Since opening in 1998, our values and goals have remained the same – to offer a level of service highlighted by an in-depth knowledge of our business, matched with an equally focused understanding of our clients' needs. These terms describe the kind of one-to-one relationship clients say they enjoy with us as a valued business partner, not a vendor.

OutSolve is staffed with experienced, educated and PHR certified professionals with an average tenure of eight (8) years in support of affirmative action programs. University of Mary Washington will be assigned an experienced consultant as their dedicated account manager.

In addition to a dedicated account manager, University of Mary Washington's account team is as follows:

Jeremy Mancheski (Principal and Head of Production, OutSolve) - Jeremy oversees all plan production and staff.

Kathy Panzeca (Principal and Head of Quality Control) – Kathy oversees quality control.

Tracy Leefe (Principal and Head of Administration) – Tracy manages all administrative functions including contract negotiations, billing and client management.

Steve Claverie (VP, IT & Data Security) – Steve is responsible for data security and IT support.

Patrick Savoy (VP, Operations) – Patrick will assist with the preparation of University of Mary Washington's requirements.

Chris Lindholm (VP, Compliance) – Chris will serve as a compliance advisor in support of University of Mary Washington's Affirmative Action Plans.

Eli St. Julien (VP, Sales) – Eli will serve as the sales liaison for University of Mary Washington.

Dr. Stephen Scariano (Statistician, OutSolve; Professor, Sam Houston University) – Dr. Scariano will oversee, analyze and comment on all compensation analyses performed for University of Mary Washington.



References and Client History

OutSolve has provided as comprehensive suite of services to each of the following clients including AAP development, audit support, training, EEO-1/VETS100 reports and custom reports.

Ms. Mame J. Fuhrman
Manager, Employment
University of Colorado Hospital
Aurora, CO
(720) 848-6810

Mame.Fuhrman@uch.edu

Active affirmative action plan development client since 2010

Ms. Danielle Hanson
Human Resources Mgr.
Loyola University Chicago
Chicago, IL
(773) 508-3962

dhanson@luc.edu

Active affirmative action plan development client since 2012

Ms. Patti Riley
Human Resources Manager
The George Washington University Medical Faculty Associates
Washington, DC
(202) 741-3363

priley@mfa.gwu.edu

Active affirmative action plan development client since 2008

Dr. Deborah C. Davis, DSW
Manager, Diversity, Inclusion and Employment Equity
Campus Multicultural Coordinator
Penn State Milton S. Hershey Medical Center
Hershey, PA
717-531-5605

ddavis@hmc.psu.edu

Client since 2008



Lost Clients

Ms. Marla Lavin
Government Compliance and Records
Collective Brands
Topeka, KS
785.559.6791
Marla.Lavin@collectivebrands

Mr. Chris Wadsworth
Director of Human Resources
Sysco East Texas
Longview, TX
903.252.6115
wadsworth.chris@etx.sysco.com



Plan Methodology (What We Do)

OutSolve proposes a comprehensive affirmative action planning process that will ensure University of Mary Washington's compliance with the Office of Federal Contract Compliance Programs (OFCCP).

We provide complete Affirmative Action Plans:

- All required reports including progress toward goals, adverse impact and compensation delivered electronically, via print and or online
- We often develop custom reports. See case studies (Exhibit B)
- Secure website for uploading data, accessing reports and plan implementation tools
- Dedicated and tenured consultant oversees all plan aspects
- Limitless webinar training included at no additional charge

We support you through an audit:

- Unlimited audit support at no additional cost
 - Preparation of all submittal documents in a single, bookmarked PDF
 - Comprehensive review of problem areas
 - Thorough data and compliance strategy
 - Complete bound and tabbed hardcopies of the audit submittal that mirror OFCCP's scheduling letter
 - Correspondence as needed with the OFCCP until audit closure

We offer the best consultants who provide superior customer service:

- Clients speak with a live person when they call. No automated phone screening
- Responsive staff experienced in all facets of AAP compliance
- Average consultant tenure exceeds eight years
- Personal consultant assigned to University of Mary Washington with added security of a team approach
- Industry specific knowledge for sharing best practices
- Associations with leading industry groups (NILG, NELI, NHRMA, etc.)
- Unlimited support for calls, training and plan updates, at no additional charge
- Consistent 99% client retention rate



Plan Development Process (How We Do It)

Affirmative Action Plan Preparation

OutSolve has a refined process that has evolved to meet changing compliance needs through years of providing quality plans. A key element of what sets us apart is that we will adapt to our client needs and not the other way around. We expect each client to be unique and we will tailor our report structure, training and support to deliver an exceptional product.

Affirmative Action Plan Development	
July, 2013 July 15-31, 2013	Agreement Signed <ul style="list-style-type: none"> Identify Contacts Team Assignment Data Verification Advance Work on Plan Assumptions & Report Formats
August 1, 2013	Raw data sent to OutSolve. OutSolve will review and prepare all data for plan development with no limits on the number of revisions. (See Exhibit C, Requested Data Elements)
August 1-15, 2013	Draft plans generated by OutSolve for review by University of Mary Washington. OutSolve provides clients with the opportunity to review their reports prior to being finalized. Additionally, OutSolve never charges for changes made during the plan year.
August 15, 2013	Draft plans delivered to University of Mary Washington for review
August 15-29, 2013	Draft plans reviewed by University of Mary Washington providing the client the opportunity to review sample results and to give feedback on any desired changes.
August 29, 2013	Requested changes submitted to OutSolve for implementation into final reports.
August 29 - September 12, 2013	OutSolve develops and prepares final affirmative action plans for University of Mary Washington. OutSolve offers plans in print, electronic, and/or on CD at no extra charge.
September 12, 2013	OutSolve delivers final plans to University of Mary Washington via secure online portal. Print plans are shipped.
August 1, 2013 – July 31, 2014	Plan Implementation & Ongoing Support <ul style="list-style-type: none"> Training Audit support Next Steps Program Compliance Assistance EEO-1/VETS100, diversity and customized reports



Deliverables (What You Receive)

Proposed Fee Schedule

Annual Service Fee - \$3,995

Affirmative Action Plan Components:

- ! One (1) affirmative action plan and compliance support for approximately 1,000 employees – All required reports under Title 41 Chapter 60-2 and more.
 - o Complete and customized narrative for Females & Minorities and Veterans & Individuals with Disabilities
 - o Workforce Analysis
 - o Job Group Analysis
 - o Availability Analysis (including faculty specific availability)
 - o Incumbency vs. Availability/Placement Goals
 - o Internal/External Availability Detail
 - o Adverse Impact Analysis for Hires, Promotions and Terminations
 - o Progress Toward Goals
 - o Compensation Analysis (OFCCP Trigger style report)
 - o Executive Summary/Diversity Reports

Additional Support Included:

- ! Dedicated consultant who knows your data, understands your specific requirements and provides meaningful input and partnership
- ! Unlimited telephone consultation
- ! Unlimited audit support
- ! Next Steps Program (AAP implementation resources)
- ! Compliance assistance
- ! Training webinars throughout the plan year
- ! Annual client seminar in New Orleans
- ! An *Inside Affirmative Action* booklet and EEO/Affirmative Action Poster for each plan
- ! Client Website providing access to disseminate affirmative action plans online. The client site is password protected and provides our clients the ability to upload data securely and access completed plans.

See Exhibit D, Sample Service Agreement



Additional Services (What You Really Need)

Audit Support

OutSolve knows that one of the greatest concerns of contractors is managing OFCCP audits. Our clients have the comfort of knowing that OutSolve provides a start-to-finish approach at no additional cost including, but not limited to:

- Comprehensive submission in a single, easy-to-read, bookmarked PDF document and bound, tabbed hardcopies that mirror the OFCCP audit letter
- Multi-layered team review of the information for red flags or potential concerns
- Unlimited assistance with responses to OFCCP follow up requests
- The experience of a team that supports over 100 audits every year, in every OFCCP region

Training

The training and support that clients receive outside of plan development is critical to their success as clients work to implement plan results and compliance requirements. OutSolve provides a robust training program for our clients every year. A few highlights include:

- Unlimited, customized support from dedicated consultant year-round
- Annual, two day client seminar in New Orleans (see Exhibit E)
- HRCI approved webinars covering key compliance topics
- Regular updates and special articles delivered via e-mail
- Industry Blog - <http://www.outsolve-hr.com/Affirmative-Action-News/>
- Dedicated education website - <http://affirmativeactioneducation.com>

Unlimited Support & Resources

With years of experience supporting affirmative action planning, OutSolve has created a broad support program that provides significant resources to help our clients implement and maintain affirmative action compliance.

- Unlimited telephone consulting support - Throughout the affirmative action plan year, University of Mary Washington will have unlimited access to OutSolve via phone, fax or email. OutSolve will acknowledge and respond to all requests within 24 hrs.
- Secure web-portal – Included online is free, unlimited access to the affirmative action plans and our Next Steps implementation resources, recorded webinars, outreach tools and more.
- AAP booklet, *Inside Affirmative Action* and EEO posters - Detailed booklet written by OutSolve that addresses standard AAP requirements and required postings.

OutSolve's plan development process is based on an effective, yet practical model where we maintain the flexibility to consider new and different ways to accomplish our clients' goals. OutSolve's consultants are trained to be business partners and we welcome the opportunity to develop innovative solutions that will meet University of Mary Washington's specific affirmative action goals.



OutSolve Details (What Makes Us Different)

Support Above and Beyond the Plan

OutSolve is creative, responsive and flexible. Examples of a few of the tools and support that we provide beyond the AAP include:

- *Inside Affirmative Action* – OutSolve’s copyrighted instructional booklet, included with each AAP (see Exhibit F).
- A custom wall poster containing all related EEO/AA required postings and include it with each plan (see Exhibit G).
- A client portal available via our website with unmatched EEO/AAP resources.
- Our affirmative action plans and ad hoc reports can be delivered in many different formats depending upon what is favorable to the client.

All-Encompassing Audit Support

All affirmative action plans include complete OFCCP audit support that includes a review of problem areas, support in submission of compliant AAP, response to OFCCP questions and additional rebuttal analyses. All included at no extra charge.

Customization

Because we own and develop our software applications we are not limited in options. Accordingly, we are able to customize or create nearly any report that our customers desire.

Dedicated Onsite Ownership and Staff

The principal ownership has more than 20 years of experience and is in the office every day to supervise and assist in meeting customer needs and requests. As a result, decisions are made quickly and our clients know the executives by name. Each client has a dedicated consultant with tenure and experience in the industry.

WBE Status

We are a certified Women’s Business Enterprise whose core competency is affirmative action planning and compliance. Outsourcing AAP services & support is our sole business. This specialization and singular focus provides our customers with the best expertise and dedicated service in the industry.

National Recognition

OutSolve is one of the largest providers of affirmative action consulting services in terms of volume. We generate more than 10,000 AAPs annually for hundreds of clients including Fortune 500 companies in every region of the country. OutSolve also supports over 100 OFCCP audits every year with a perfect compliance record.



Relationships

OutSolve sponsors and presents at industry meetings in every OFCCP region. We served as chair to the 2011 Industry Liaison Group National conference and we participate in dozens of ILGs throughout the country. We maintain strategic associations with prominent labor lawyers, job posting and outreach agencies and former OFCCP managers who allow us to provide advanced training and support to our client base.

OutSolve wants your business!

As University of Mary Washington considers this decision, OutSolve recognizes that there are many intangibles to consider. With OutSolve, University of Mary Washington gains an experienced team of AAP specialists that has a singular focus on affirmative action while using a proven AAP program at a very competitive and manageable flat fee with no hidden costs. University of Mary Washington's staff will be better served by focusing on activities that add value to the organization (risk management and plan implementation) without spending extensive time learning regulations, managing flawed data and creating reports. OutSolve will be the partner that helps University of Mary Washington continuously adapt to complex EEO requirements while providing unlimited support to help advance processes and reduce ineffective and costly company practices, just ask our clients! (See Exhibit H, Partial Client List)



hereby grants

National Women's Business Enterprise Certification to OutSolve, LLC

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled; and is valid through the date herein.

Expiration Date: 05/31/2014
WBENC National Certificate Number: 241474

WBENC National WBE Certification was processed and validated by Women's Business Enterprise Council – South, a WBENC Regional Partner Organization.

Blanca E. Robinson

Authorized by Blanca E. Robinson, President,
Women's Business Enterprise Council – South



NAICS Codes: 541611, 541612

UNSPSC Codes: 80110000, 80000000





CASE STUDY

CUSTOM REPRESENTATION REPORT



Vickie LeNormand
OutSolve
Director, Operations
504-486-2410
888-414-2410 toll free
504-486-2411 (Fax)
ulenormand@outsolve-hr.com

THE PROBLEM

Relating functional data over multiple time periods to enhance representation.

THE SOLUTION

Vickie LeNormand, their OutSolve consultant, stepped up with a report developed from a clean sheet of paper – because sometimes, a standard report just won't do!

THE BACKGROUND

"During the sales cycle, the client asked if we could provide custom, quarterly representation reports. In addition to preparing establishment-based affirmative action plans; the client wanted to view their minority and female representation by function. They shared these reports with the leadership team every quarter. The attached sample shows how the reports looked at the end of the fiscal year, with all four quarters reflected." Vickie LeNormand

WHY OUTSOLVE?

OutSolve takes great pride in developing real-world solutions to complex problems. Sometimes that requires a COMPLETELY CUSTOM report. OutSolve's consultants and software development staff can develop, design, and implement a limitless number of reports that can make your process more impactful, more usable, and more beneficial to your organization.

The cost? No additional charge!

That is what we mean when we say PRACTICAL AFFIRMATIVE ACTION.

(U.S.) Representation (%) of Women and Minorities* 10/1/11 thru YTD 2012

								Business: Global Operations						
	End FY11 Representation		FY12 thru 12/31/11 Representation		FY12 thru 3/31/12 Representation		FY12 thru 6/30/12 Representation		FY12 thru 9/30/12 Representation		FY 12 thru 9/30/12 Hires		FY 12 thru 9/30/12 Terms	
Total US Population	2,936		2966		2967		2995		2992		280		220	
Women	290	9.9%	297	10.0%	298	10.0%	303	10.1%	300	10.0%	33		17	
Minorities	538	18.3%	555	18.7%	566	19.1%	580	19.4%	567	19.0%	71		44	
Officials and Managers	333		340		341		330		330		3		4	
Women	21	6.3%	21	6.2%	20	5.9%	21	6.4%	20	6.1%	0	0.0%	0	0.0%
Minorities	35	10.5%	35	10.3%	38	11.1%	39	11.8%	37	11.2%	1	33.3%	1	25.0%
Professionals (Admin, Commercial, Tech)	468		472		459		479		484		31		25	
Women	62	13.2%	64	13.6%	67	14.6%	71	14.8%	72	14.9%	6	19.4%	1	4.0%
Minorities	68	14.5%	69	14.6%	71	15.5%	71	14.8%	69	14.3%	5	16.1%	4	16.0%
CDP's	61		58		56		54		57		18		3	
Women	15	24.6%	15	25.9%	13	23.2%	15	27.8%	19	33.3%	12	66.7%	1	33.3%
Minorities	17	27.9%	17	29.3%	16	28.6%	21	38.9%	21	36.8%	9	50.0%	1	33.3%
Exempt Sales	1		1		1		1		1		0		0	
Women	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Minorities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total 114+ US Population	304		304		310		308		307		6		7	
114+ Officials and Managers	160		162		165		163		163		2		2	
Women	10	6.3%	10	6.2%	11	6.7%	11	6.7%	10	6.1%	0	0.0%	0	0.0%
Minorities	12	7.5%	12	7.4%	14	8.5%	15	9.2%	14	8.6%	0	0.0%	0	0.0%
114+ Professionals (Admin, Comm, Tech)	142		140		143		143		142		4		5	
Women	8	5.6%	8	5.7%	8	5.6%	9	6.3%	10	7.0%	1	25.0%	0	0.0%
Minorities	21	14.8%	21	15.0%	22	15.4%	22	15.4%	22	15.5%	1	25.0%	0	0.0%
114+ Exempt Sales	0		0		0		0		0		0		0	
Women	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Minorities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total 114+ Promotions	29		2		33		34		41					
Women	2	6.9%	0	0.0%	1	3.0%	1	2.9%	2	4.9%				
Minorities	1	3.4%	0	0.0%	5	15.2%	6	17.6%	7	17.1%				
Total New Quarter 114+ Promotions			2		31		1		7					
Women			0	0.0%	1	3.2%	0	0.0%	1	14.3%				
Minorities			0	0.0%	5	16.1%	1	100.0%	1	14.3%				



CASE STUDY

MODIFIED UTILIZATION REPORT



Patrick Savoy, PHR
OutSolve
Vice President, Operations
504-486-2410 local
888-414-2410 toll free
504-486-2411 (Fax)
psavoy@outsolve-hr.com

THE PROBLEM

Whether it is people or shortfall, sometimes you just want the precise numbers.

THE SOLUTION

Patrick Savoy, OutSolve's VP of Operations, modified an existing report to include additional data valuable to achieving the client's objectives.

THE BACKGROUND

"Many times clients ask for reports that illustrate plan specifics for individuals that are numbers driven or want a bottom line answer to the question 'Where do we stand today?' The traditional views contained in an affirmative action plan are designed to be consistent with regulatory requirements and OFCCP expectations. For that reason, most of the comparisons are made in percentages and availability is expressed in percentages for attainment. Beyond preparing a compliant document, contractors have a requirement to disseminate the results of their plan(s) to internal business partners. The sample contained here is one way to provide a 'numbers driven' business partner a clear picture of the company's AAP results. This one page summary can be presented by plan or companywide, depending on the level of dissemination being conducted. It can be shared in PDF to accompany a plan distribution or MS Excel to allow for inclusion with internal presentations." Patrick Savoy

WHY OUTSOLVE?

OutSolve takes great pride in developing real-world solutions to complex problems. Yes, we can create a completely custom report, but sometimes we don't need to reinvent the wheel – maybe just improve upon it.

The cost? No additional charge!

That is what we mean when we say PRACTICAL COMPLIANCE.

XYZ Company - Chicago, IL
Plan Summary with Whole Numbers
January 1, 2012

Group Desc	Employment as of 1-1-2012					Availability From AAP				Underutilized?		Annual Goal		Shortfall at Plan Time	
	Total	Minority %	Minority #	Female %	Female #	Minority %	Minority #	Female %	Female #	Minority	Female	Minority	Female	Minority	Female
1A - Executives	4	0.0%	0	25.0%	1	15.2%	1	16.6%	1	No	No				
1B - Managers & Supervisors	13	0.0%	0	61.5%	8	24.1%	3	35.9%	5	Yes	No	24.1%		3	
2 - Professionals	52	38.5%	20	65.4%	34	32.6%	17	48.8%	25	No	No				
3 - Technicians	5	40.0%	2	0.0%	0	38.0%	2	25.3%	1	No	Yes		25.3%		1
4A - Outside Sales	9	0.0%	0	11.1%	1	28.7%	3	39.1%	4	Yes	Yes	28.7%	39.1%	3	3
4B - Inside Sales	20	50.0%	10	55.0%	11	43.6%	9	38.1%	8	No	No				
5A - Clerical (Admin)	8	25.0%	2	87.5%	7	51.3%	4	83.9%	7	Yes	No	51.3%		2	
5B - Clerical (Customer Svc.)	35	28.6%	10	42.9%	15	26.3%	9	75.0%	26	No	Yes		75.0%		11
8 - Labor Pool	10	20.0%	2	10.0%	1	60.0%	6	8.0%	1	Yes	No	60.0%		4	
9 - Service Workers	1	100.0%	1	0.0%	0	51.0%	1	14.2%	0	No	No				



CASE STUDY

CUSTOM EXECUTIVE SUMMARY



Desirée Throckmorton
OutSolve
Director, West Coast Operations
504-293-3452
888-414-2410 toll free
504-486-2411 (Fax)
dthrockmorton@outsolve-hr.com

THE PROBLEM

Summarizing mountains of data within several AAPs.

THE SOLUTION

The client's OutSolve consultant, Desirée Throckmorton, developed a succinct Executive Summary.

THE BACKGROUND

"During a Plan-Review conversation with a client we together realized that there was a need for a summary of the affirmative action plan results. It was clear that my client didn't have the time or resources to navigate through each individual AAP. In response to that need I developed the Executive Summary (SAMPLE ATTACHED). The summary is useful in many ways. First, as mentioned, it allows the ability to see the goals and areas of adverse impact for all plans on just a few pages. Additionally, the summary makes it very easy to spot job groups/EEO Categories with both goals and hiring adverse impact. Such results indicate a barrier in the hiring process which may be causing the goal (i.e., under representation of females or minorities). Another benefit of the Executive Summary is that it allows the ability to prioritize the problem areas because the summary indicates the severity of the goals and adverse impact." Desirée Throckmorton

WHY OUTSOLVE?

OutSolve takes great pride in developing real-world solutions to complex problems. Sometimes that requires a COMPLETELY CUSTOM report. OutSolve's consultants and software development staff can develop, design, and implement a limitless number of reports that can make your process more impactful, more usable, and more beneficial to your organization.

The cost? No additional charge!

That is what we mean when we say PRACTICAL AFFIRMATIVE ACTION.

COMPANY NAME

Summary of Goals and Adverse Impact Analysis

The following tables contain the results of the analyses conducted for the January 1, 2012 through December 31, 2012 Affirmative Action Plans (AAP) for COMPANY NAME. Below is an explanation of the analyses.

Placement Goals

The analysis identifies recruitment goals for females and/or minorities within a job group. A goal indicates that a job group requires good faith efforts through various outreach methods to increase opportunities for females and/or minorities in the selection process. The Placement Goal should never be considered a quota. Please see the individual plan for details regarding the Placement Goals summarized on the following tables.

Adverse Impact Analysis

The Adverse Impact Analysis determines whether the selection rates differ statistically by race and/or gender. The statistical test identifies whether chance, or something other than chance, caused differences in selection rates between two groups. Whenever Adverse Impact is identified an investigation to explain the disparity is advised. Please see the individual plan for details regarding the Adverse Impact summarized on the following tables.

COMPANY NAME
Employee Data as of 01/01/2012
Transaction Period: 01/01/2011 - 12/31/2011

Job Group	Placement Goal?		Adverse Impact?							
			Hires		Promotions		Terminations (Invol)		Terminations (All)	
	Females	Minorities	Gender	Race	Gender	Race	Gender	Race	Gender	Race
PLAN 1										
1.2 - First/Mid Officials & Mgrs										
3 - Technicians	Yes									
4 - Sales Workers										
5 - Administrative Support										
PLAN 2										
1.2 - First/Mid Officials & Mgrs										
2 - Professionals				Yes						Yes
3 - Technicians	Yes	Yes		Yes						
PLAN 3										
1.2 - First/Mid Officials & Mgrs										
2 - Professionals									Yes	
PLAN 4										
1.2 - First/Mid Officials & Mgrs										
2 - Professionals	Yes		Yes							
3 - Technicians										
5 - Administrative Support										
8 - Laborers & Helpers										
PLAN 5										
1.2 - First/Mid Officials & Mgrs										
2 - Professionals	Yes									
3 - Technicians								Yes		Yes
6 - Craft Workers										
PLAN 6										
1.2 - First/Mid Officials & Mgrs										
2 - Professionals										
3 - Technicians	Yes		Yes							
6 - Craft Workers										

Color indicates severity of either the Goal or Adverse Impact.

Placement Goals (Shortfall): Yellow = 1 - 4; Orange = 5 - 9 and Red = 10+

Adverse Impact (Standard Deviations): Yellow = 2.0 - 2.5; Orange = 2.6 - 3.5 and Red = 3.6+



CASE STUDY

Adverse Impact by Step



Janine Walsdorf
OutSolve
Sr. Consultant
504-486-2410
888-414-2410 toll free
504-486-2411 (Fax)
jwalsdorf@outsolve-hr.com

THE PROBLEM

Determining the specific step within the hiring process may be causing adverse impact.

THE SOLUTION

In her experience as an OutSolve consultant since 1999, Janine Walsdorf not only created a custom report; but listened to the client's internal process and translated that to a unique report.

THE BACKGROUND

"This client expressed a need to have a more in depth look at their particular hiring process. I worked with them to create a multi step analysis identifying specifically where people might fall out of the process in each hiring decision. We developed a quarterly report that lists every step for every filled requisition in the quarter. It has been beneficial to them by identifying steps in their hiring process that need attention." Janine Walsdorf

WHY OUTSOLVE?

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The cost? No additional charge!

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Adverse Impact Analysis

Company Name: XYZ Corporation

Date Range: Q1, 2012

Group	Total Pass	Total Applicants	Female Pass	Female Applicants	Male Pass	Male Applicants	IRA	2SD *	Adverse Impact
160 Laborer-Application Review	392	392	6	6	386	386	1.00	N/A	No
160 Laborer-Interview	76	392	0	6	76	386	0.00	1.21	No
160 Laborer-Hired	59	76	0	0	59	76	--	N/A	No
151 SRT - Days-Application Review	216	216	169	169	47	47	1.00	N/A	No
151 SRT - Days-Testing	17	216	12	169	5	47	0.67	0.80	No
151 SRT - Days-Interview	9	17	4	12	5	5	0.33	2.51	Yes
151 SRT - Days-Hired	5	9	2	4	3	5	0.83	N/A	No
IRC3893 SR Telephone-App Review	297	297	245	245	52	52	1.00	N/A	No
IRC3893 SR Telephone-Testing	32	297	25	245	7	52	0.76	0.69	No
IRC3893 SR Telephone-Interview	25	32	20	25	5	7	1.12	N/A	No
IRC3893 SR Telephone-Hired	8	25	5	20	3	5	0.42	1.50	No
IRC3792 SAID Helper-Application Review	210	210	8	8	202	202	1.00	N/A	No
IRC3792 SAID Helper-Testing	22	210	1	8	21	202	1.20	N/A	No
IRC3792 SAID Helper-Interview	20	22	1	1	19	21	1.11	N/A	No
IRC3792 SAID Helper-Hired	6	20	0	1	6	19	0.00	0.67	No
128 Special Adjusts-Application Review	136	136	1	1	135	135	1.00	N/A	No
128 Special Adjusts-Testing	29	136	1	1	28	135	4.82	N/A	No
128 Special Adjusts-Interview	18	29	0	1	18	28	0.00	1.30	No
128 Special Adjusts-Hired	5	18	0	0	5	18	--	N/A	No
IRC4234 Sr Oracle Database Admin-App Review	1	1	1	1	0	0	--	N/A	No
IRC4234 Sr Oracle Database Admin-Interview	1	1	1	1	0	0	--	N/A	No
IRC4234 Sr Oracle Database Admin-Hired	1	1	1	1	0	0	--	N/A	No

* Only if the IRA is less than .8

Adverse Impact Analysis

Company Name: XYZ Corporation

Date Range: Q1, 2012

Group	Total Pass	Total Applicants	Minority Pass	Minority Applicants	White Pass	White Applicants	IRA	2SD *	Adverse Impact
160 Laborer-Application Review	386	386	76	76	310	310	1.00	N/A	No
160 Laborer-Interview	76	386	14	76	62	310	0.92	N/A	No
160 Laborer-Hired	59	76	10	14	49	62	0.90	N/A	No
151 SRT - Days-Application Review	211	211	152	152	59	59	1.00	N/A	No
151 SRT - Days-Testing	17	211	10	152	7	59	0.55	1.27	No
151 SRT - Days-Interview	9	17	5	10	4	7	0.88	N/A	No
151 SRT - Days-Hired	5	9	3	5	2	4	1.20	N/A	No
IRC3893 SR Telephone-App Review	302	302	254	254	48	48	1.00	N/A	No
IRC3893 SR Telephone-Testing	33	302	26	254	7	48	0.70	0.89	No
IRC3893 SR Telephone-Interview	26	33	20	26	6	7	0.90	N/A	No
IRC3893 SR Telephone-Hired	8	26	5	20	3	6	0.50	1.16	No
IRC3792 SAID Helper-Application Review	210	210	78	78	132	132	1.00	N/A	No
IRC3792 SAID Helper-Testing	21	210	7	78	14	132	0.85	N/A	No
IRC3792 SAID Helper-Interview	19	21	5	7	14	14	0.71	2.10	Yes
IRC3792 SAID Helper-Hired	6	19	1	5	5	14	0.56	0.65	No
128 Special Adjusts-Application Review	134	134	47	47	87	87	1.00	N/A	No
128 Special Adjusts-Testing	29	134	12	47	17	87	1.31	N/A	No
128 Special Adjusts-Interview	18	29	2	12	16	17	0.18	4.23	Yes
128 Special Adjusts-Hired	5	18	1	2	4	16	2.00	N/A	No
IRC4234 Sr Oracle Database Admin-App Review	1	1	1	1	0	0	--	N/A	No
IRC4234 Sr Oracle Database Admin-Interview	1	1	1	1	0	0	--	N/A	No
IRC4234 Sr Oracle Database Admin-Hired	1	1	1	1	0	0	--	N/A	No

* Only if the IRA is less than .8



Affirmative Action Plan Requested Data Elements

Please complete the following and submit with your data

Official Company Name _____

Abbreviated Name _____ Affirmative Action Plan Date _____

Company Street Address (No P.O. Boxes) _____

City, State & Zip _____

Top Official Name & Title _____

EEO/HR Contact Name & Title _____

Phone Number () _____ Fax Number () _____

Email Address _____

The following data is requested for all **active** employees as of your affirmative action plan date. If you are unsure of your plan date, then please contact OutSolve 888-414-2410.

Please note, those fields in **red, highlighted with asterisks (*)** are **required**.

Field

Unique Employee ID #*

Employee Name

Employee Home Zip Code

Race*

Ethnicity**

Sex*

Job Code

Job Title*

Department Code

Department Title*

Salary (annualized, if possible)*

Job Group Code (if available)*

Job Group Name (if available)*

EEO-1 Category*

Hire Date*

Salary Grade, if applicable*

Location Code (works at)*

Location Name (works at)

Location Code (reports into)

OCC (Occupation Census Code)

Sample Data

12345

John Smith

70115

Black

Non-Hispanic

Male

EX001

President

ADM

Administration

\$125,000

1A

Executives

Officials & Managers

01/01/1990

E100

COR

Corporate

TWD

013 (HR Manager)

**If your HRIS system separates race from ethnicity, these two may be provided in separate fields.

- OutSolve prefers data in Microsoft Excel or in text/CSV (comma separated values).
- It may be necessary to include separate tables for data elements if codes, abbreviations or identifiers unique to your company are utilized. Please provide an explanation of each of these codes.
- If your company would prefer to have a company logo on the affirmative action plan narrative, please contact your consultant about logo size requirements.



Adverse Impact Analyses Requested Data Elements

Please complete the following and submit with your data

Official Company Name _____

EEO/HR Contact Name & Title _____

Phone Number () _____ Fax Number () _____

Email Address _____

The following data is requested to prepare Adverse Impact Analyses reports. The data requested below should contain the activity that occurred one year prior to your plan date if preparing Adverse Impact in conjunction with your AAP(s).

Applicants

Location Code	COR
Race/Ethnicity**	Black
Sex	Male
Job Group	Professional
Application Date	10/25/08
Applicant Name	John Smith
Job Applied For	Programmer
Disposition	Hired
Job Code	P01

Sample Data

Hires

Location Code	COR
Race/Ethnicity**	Black
Sex	Male
Job Group	Professional
Application Date	10/25/08
Employee Name	John Smith
Job Title	Programmer
Hire Date	11/29/08
Job Code	P01

Promotions

Location Code	COR
Race/Ethnicity**	Black
Sex	Male
Job Group promoted TO	Official & Manager
Job Group promoted FROM	Professional
Promotion Date	3/12/08
Employee Name	John Smith
Job Title promoted TO	Operations Manager
Job Title promoted FROM	Programmer
Job Code promoted TO	M01
Job Code promoted FROM	P01

Terminations

Location Code	COR
Race/Ethnicity**	Black
Sex	Male
Job Group	Service Worker
Termination Date	5/16/08
Employee Name	Fred Jones
Job Title Terminated from	Janitor
Voluntary/Involuntary	V or I
Reason for Termination	Poor Job Performance
Job Code Terminated from	J01

**If your HRIS system separates race from ethnicity, these two may be provided in separate fields.

- OutSolve prefers data in Microsoft Excel or in text/CSV (comma separated values).



Service Agreement

Client Name: University of Mary Washington
Contact: Melva A. H. Kishpaugh
Address: 1301 College Avenue
Fredericksburg, VA 22401
Email: mkishpau@umw.edu
Phone: (540) 654-1084
Fax: (540) 654-1168

STATEMENT OF WORK: OutSolve, L.L.C. (“OutSolve”) will provide University of Mary Washington with the following services:

- Affirmative Action Plans (“AAPs”) including:
 - **Comprehensive and Customized Policy Language** consistent with requirements of Executive Order 11246, Section 503 of the Rehabilitation Act, and the Vietnam Era Veterans Readjustment Act
 - **Statistical Analyses** for each AAP in compliance with Office of Federal Contractor Compliance Programs (“OFCCP”) required analyses for females and minorities and including necessary census data and support documentation
 - **Adverse Impact Analyses**, if data is provided
 - **Progress Toward Goals**, if data is provided
 - **Inside Affirmative Action** booklet, **EEO/AA Poster**, and **Detailed Information on Implementation (“Next Steps”)** included with first year affirmative action plans.
- Unlimited telephone consulting support
- Unlimited off-site compliance evaluation (audit) support
- Training webinars periodically during the plan year
- Additional Services (**see attached Addendum**)

University of Mary Washington’s RESPONSIBILITY:

- University of Mary Washington will provide required employee data as indicated on OutSolve’s standard Requested Data Elements forms.
- University of Mary Washington will review initial AAPs and provide information necessary for OutSolve to prepare final AAPs.

COMPLIANCE EVALUATION (AUDIT) SUPPORT:

- Off-site audit support is included at no additional expense.
- In the event of a compliance evaluation, OutSolve will prepare an audit binder for submittal to the OFCCP.
- OutSolve will address any issues OFCCP has regarding methodology used and will make requested revisions to the AAPs at no additional charge.

NATURE OF SERVICES: OutSolve provides consulting services designed to assist University of Mary Washington in complying with affirmative action regulations and requirements. OutSolve is not engaged in the practice of law and will not render any legal opinions or services pursuant to this Agreement. Should legal services be required, OutSolve will assist University of Mary Washington’s counsel and if requested, refer University of Mary Washington to experienced counsel.



FUTURE PRICE GUARANTEE: Following the first year of the services provided hereunder, University of Mary Washington may choose to continue utilizing OutSolve's services at the guaranteed prices indicated below. OutSolve does not require a new Service Agreement.

Plan Year	2013	2014 & Beyond
Number of Plans	1	1
Total Price	\$3,995	\$3,795

PAYMENT TERMS: A deposit of 50% of the Year 1 price is due upon execution of this Agreement. The balance is due and payable within 30 days of receipt of invoice after initial AAPs are submitted to University of Mary Washington.

TERM OF AGREEMENT: OutSolve's Service Agreements are for one year. OutSolve does not require the Service Agreement to be renewed annually and will automatically extend the agreement at the guaranteed future prices indicated above unless University of Mary Washington provides 30 days written notice of cancellation.

Melva A. H. Kishpaugh
University of Mary Washington

Date

Eli St. Julien
OutSolve!

Date



Service Agreement Addendum

Notice Regarding Support for Compliance Evaluations - OutSolve's services include unlimited compliance evaluation support; however, it is our policy to charge a fee of \$1500 in addition to the per plan fee for each Corporate Scheduling Announcement Letter (CSAL) or notice of a compliance evaluation that is received during the 90 day period following the execution of this agreement.

ADDITIONAL SERVICES

Compliance Assistance – In addition to the preparation of the AAPs, OutSolve can assist with the following:

- **Applicant tracking process review and consulting** – Applicant tracking is critical to affirmative action planning and compliance. As such, we can work with University of Mary Washington to develop and implement an applicant tracking process that minimizes risk while assuring compliance.
- **Record retention** – OutSolve's staff can clearly identify all record retention requirements.
- **Hiring process review** – To further minimize risk, OutSolve can review all current hiring practices and criteria to ensure compliance and risk management.
- **Adverse Impact Analyses** – Commonly called Impact Ratio Analyses (IRAs), this analysis mirrors the analysis performed by OFCCP in determining if minorities or women are statistically impacted by hire, promotion, or termination decisions.
- **Webinar Training** – After plans and HR processes are assessed/reviewed/revised and completed, OutSolve can provide a training session for hiring manager's and HR staff to explain compliance processes and obligations.

Service fee.....No additional charge

Compensation Analyses – As part of the standard offering and to meet the very limited obligations contractors currently have with regard to compensation analysis, we include the standard grid necessary for item #11 audit submissions. At no additional charge and at the client's request, we will prepare the standard OFCCP "Trigger Test" or current methodology.

Service fee.....No additional charge

Melva A. H. Kishpaugh
University of Mary Washington

Date

Eli St. Julien
OutSolve!

Date



OutSolve Annual Training Program – 2013

OutSolve is proud to announce our 2013 training program. We provide a comprehensive program designed to provide clients and contacts with a complete understanding of affirmative action compliance in addition to the dedicated consultant support provided throughout the year. Our scheduled activities for calendar year 2013 are as follows:

Webinar Series*

- January – Post election review and OFCCP update
- April – Record Keeping/Adverse Impact and Plan Implementation (OutSolve clients only)
- June – Compensation Analysis
- August – ILG National Conference review
- September – Fundamentals of Affirmative Action (OutSolve clients only, \$99 to non-clients)
- December – OFCCP Audits - Open Question and Answer Session

**dates may be added dependent upon regulatory and other significant industry changes*

Client Seminar – Our highly regarded two-day live seminar will be celebrating its 10th anniversary in 2013 with our most advance session yet! Clients can attend for free and for the first time non-clients are invited to attend for only \$795. HRCI credits included.

- April 4th and 5th, 2013 – Seminar (Confirmed speakers include Labor Attorneys Celia Joseph and John Fox as well as Former Regional OFCCP Director, Sandra Zeigler)

OutSolve Updates

OutSolve maintains a powerful communication network so we can deliver all the latest news through our blog and e-mail updates. Clients always receive timely updates ensuring that they are up-to-date on all critical industry news.

Training Website (NEW)

Launched in November, 2012 OutSolve's totally unique and user-friendly training and informational website provides up to the minute information on regulatory changes, settlements, industry articles, and events as well as relevant surveys and links to recorded webinars. This important resource site can be found here:

- www.affirmativeactioneducation.com

At OutSolve we take training and education seriously. THAT IS *PRACTICAL AFFIRMATIVE ACTION*!

EQUAL EMPLOYMENT OPPORTUNITY IS THE LAW

PRIVATE EMPLOYERS, STATE AND LOCAL GOVERNMENTS, EDUCATIONAL INSTITUTIONS, EMPLOYMENT AGENCIES AND LABOR ORGANIZATIONS

Applicants to and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations are protected under Federal law from discrimination on the following bases:

RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Title VII of the Civil Rights Act of 1964, as amended, protects applicants and employees from discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment, on the basis of race, color, religion, sex (including pregnancy), or national origin. Religious discrimination includes failing to reasonably accommodate an employee's religious practices where the accommodation does not impose undue hardship.

DISABILITY

Title I and Title V of the Americans with Disabilities Act of 1990, as amended, protect qualified individuals from discrimination on the basis of disability in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Disability discrimination includes not making reasonable accommodation to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, barring undue hardship.

AGE

The Age Discrimination in Employment Act of 1967, as amended, protects applicants and employees 40 years of age or older from discrimination based on age in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment.

SEX (WAGES)

In addition to sex discrimination prohibited by Title VII of the Civil Rights Act, as amended, the Equal Pay Act of 1963, as amended, prohibits sex discrimination in the payment of wages to women and men performing substantially equal work, in jobs that require equal skill, effort, and responsibility, under similar working conditions, in the same establishment.

GENETICS

Title II of the Genetic Information Nondiscrimination Act of 2008 protects applicants and employees from discrimination based on genetic information in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. GINA also restricts employers' acquisition of genetic information and strictly limits disclosure of genetic information. Genetic information includes information about genetic tests of applicants, employees, or their family members; the manifestation of diseases or disorders in family members (family medical history); and requests for or receipt of genetic services by applicants, employees, or their family members.

RETALIATION

All of these Federal laws prohibit covered entities from retaliating against a person who files a charge of discrimination, participates in a discrimination proceeding, or otherwise opposes an unlawful employment practice.

WHAT TO DO IF YOU BELIEVE DISCRIMINATION HAS OCCURRED

There are strict time limits for filing charges of employment discrimination. To preserve the ability of EEOC to act on your behalf and to protect your right to file a private lawsuit, should you ultimately need to, you should contact EEOC promptly when discrimination is suspected: The U.S. Equal Employment Opportunity Commission (EEOC), 1-800-669-4000 (toll-free) or 1-800-669-6820 (toll-free TTY number for individuals with hearing impairments). EEOC field office information is available at www.eeoc.gov or in most telephone directories in the U.S. Government or Federal Government section. Additional information about EEOC, including information about charge filing, is available at www.eeoc.gov.

EMPLOYERS HOLDING FEDERAL CONTRACTS OR SUBCONTRACTS

Applicants to and employees of companies with a Federal government contract or subcontract are protected under Federal law from discrimination on the following bases:

RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Executive Order 11246, as amended, prohibits job discrimination on the basis of race, color, religion, sex or national origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment.

INDIVIDUALS WITH DISABILITIES

Section 503 of the Rehabilitation Act of 1973, as amended, protects qualified individuals from discrimination on the basis of disability in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Disability discrimination includes not making reasonable accommodation to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, barring undue hardship. Section 503 also requires that Federal contractors take affirmative action to employ and advance in employment qualified individuals with disabilities at all levels of employment, including the executive level.

DISABLED, RECENTLY SEPARATED, OTHER PROTECTED, AND ARMED FORCES SERVICE MEDAL VETERANS

The Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212, prohibits job discrimination and requires affirmative action to employ and advance in employment disabled veterans, recently separated veterans (within three years of discharge or release from active duty), other protected veterans (veterans who served during a war or in a campaign or expedition for which a campaign badge has been authorized), and Armed Forces service medal veterans (veterans who, while on active duty, participated in a U.S. military operation for which an Armed Forces service medal was awarded).

RETALIATION

Retaliation is prohibited against a person who files a complaint of discrimination, participates in an OFCCP proceeding, or otherwise opposes discrimination under these Federal laws. Any person who believes a contractor has violated its nondiscrimination or affirmative action obligations under the authorities above should contact immediately: The Office of Federal Contract Compliance Programs (OFCCP), U.S. Department of Labor, 200 Constitution Avenue, N.W., Washington, D.C. 20210, 1-800-397-6251 (toll-free) or (202) 693-1337 (TTY). OFCCP may also be contacted by e-mail at OFCCP-Public@dol.gov, or by calling an OFCCP regional or district office, listed in most telephone directories under U.S. Government, Department of Labor.

IDENTIFICATION AND RESPONSIBILITIES OF THE EEO/AA OFFICER

Overall responsibility for the company's plan rests with the EEO/AA officer. The highest manager ensures that the plan complies with all applicable laws, orders and regulations, including but not limited to Executive Order 11246 and its progeny. Specifically, the EEO/AA Officer or the designated representative's duties include:

1. Developing, maintaining and, where appropriate, modifying the company's plan to ensure compliance with the law.
2. Developing and where appropriate modifying procedures for effectively communicating the plan and its elements both internally and externally.
3. Identifying problem areas and their causes.
4. Assisting management in finding equitable solutions, where feasible, to any identifiable problem areas.
5. Evaluating the effectiveness of the company's plan on a regular basis, and reporting to management.
6. Designing, implementing, and overseeing audit and reporting systems that: measure plan effectiveness, identify need for remedial action, and determine the degree to which objectives have been achieved.
7. Acting as company representative in dealing with any government agencies.
8. Monitoring company policies and procedures with regard to the various terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
9. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
10. Serving as a liaison between the company and various organizations, such as, minority organizations and women's organizations.
11. When necessary, developing sales and management training programs to increase protected group participation.
12. Assisting in the investigation, handling and disposition of employee complaints of discrimination and harassment.

If you believe that you have been discriminated against under any laws, you immediately should contact:

The U.S. Equal Employment Opportunity Commission (EEOC), 1801 L. Street, N.W. Washington, D.C. 20507 or an EEOC field office by calling toll free (800) 669-4000. For individuals with hearing impairments, EEOC's toll free TDD number is (800) 800-3302.

PROGRAMS OR ACTIVITIES RECEIVING FEDERAL FINANCIAL ASSISTANCE

RACE, COLOR, NATIONAL ORIGIN, SEX

In addition to the protections of Title VII of the Civil Rights Act of 1964, as amended, Title VI of the Civil Rights Act of 1964, as amended, prohibits discrimination on the basis of race, color or national origin in programs or activities receiving Federal financial assistance. Employment discrimination is covered by Title VI if the primary objective of the financial assistance is provision of employment, or where employment discrimination causes or may cause discrimination in providing services under such programs. Title IX of the Education Amendments of 1972 prohibits employment discrimination on the basis of sex in educational programs or activities which receive Federal financial assistance.

INDIVIDUALS WITH DISABILITIES

Section 504 of the Rehabilitation Act of 1973, as amended, prohibits employment discrimination on the basis of disability in any program or activity which receives Federal financial assistance. Discrimination is prohibited in all aspects of employment against persons with disabilities who, with or without reasonable accommodation, can perform the essential functions of the job.

If you believe you have been discriminated against in a program of any institution which receives Federal financial assistance, you should immediately contact the Federal agency providing such assistance.

POLICY WITH RESPECT TO HARASSMENT

Harassment of a sexual nature, is improper and will not be tolerated. Anyone guilty of engaging in such harassment will be subject to appropriate discipline, up to and including discharge.

No management official may threaten or insinuate, either explicitly or implicitly, that an employee's refusal to submit to sexual advances will adversely affect an individual's employment or career development. Sexual harassing conduct, whether committed by supervisors or nonsupervisory personnel, is strictly prohibited. Sexually harassing conduct may include: propositions; verbal abuse of a sexual nature; graphic verbal commentaries regarding an individual's body; sexual or degrading words used to describe an individual; and, the display of suggestive objects or pictures.

The company encourages all employees that believe they have been subjected to acts of harassment, to inform their supervisor or the EEO/AA Officer immediately to ensure that appropriate action may be taken to prevent such conduct. Where appropriate, strict confidentiality will be respected.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICIES

1. The company through its responsible managers, recruits, hires, upgrades, trains, and promotes in all job titles without regard to race, color, religion, sex, national origin, age, persons with a disability, or status as a special disabled veteran, or a veteran of the Vietnam Era, except where an accommodation is unavailable and an individual's disability is a bona fide occupational disqualification.
2. Managers shall ensure that all personnel actions such as compensation, benefits, layoffs, returns from layoffs, company-sponsored training, educational tuition assistance, and social and recreational programs, shall be administered without regard to race, color, religion, national origin, sex, age, disability or veteran status, except where an accommodation is unavailable and an individual's disability is a bona fide occupational dis-qualification.
3. Managers shall base employment decisions on the principles of equal employment opportunity and with the intent to further the company's commitment to affirmative action and equal employment. At no time will any covered employee, or covered applicant for employment, who exercises his rights pursuant to the company's Affirmative Action Policy be subject to discipline, or have his opportunities for employment adversely affected.
4. Managers shall take affirmative action to ensure that qualified minority group individuals, females, veterans of the Vietnam Era, special disabled veterans, and persons with a disability are introduced into the work force, are encouraged to aspire for promotion, and are considered as promotional opportunities arise.
5. The company invites any employee or any applicant for employment to review the company's written Affirmative Action Plans and to identify themselves either to their supervisor or to the company's EEO/AA Officer. These plans are available for inspection upon request during business hours at the Human Resources office. Any questions should be directed to me, your supervisor, or the EEO/AA Officer.
6. Covered applicants and employees are encouraged to identify themselves. This self identification is strictly voluntary, confidential and will not result in retaliation of any sort.

EEO/AA Officer

Date

Top Official

Date



Partial Client List

4G Communications, Inc.	Benton County Public Utility District
A&K Energy Conservation, Inc.	Berlitz International ELS
A&N Corporation	Berlitz Language Services
AASKI Technology, Inc.	Billings Clinic
AccessData	Biocompatibles
Accessories Marketing, Inc.	BioMarin Pharmaceutical Inc.
ADA Carbon Solutions, LLC	BMO Financial Corp.
Aditya Birla Minacs	BNSF Railway Company
ADP (Automatic Data Processing)	Borton-Lawson
Aeroframe Services, LLC	Boulder Community Hospital
Aerospace Techniques, Inc.	Bryant Bank
Aesculap, Inc. USA	BTG International Inc.
Ahtna Engineering Services, Inc.	Bunge Corporation
Ahtna Technical Services, Inc.	Butterball, LLC
Aiphone Corporation	
Air Products & Chemicals, Inc.	California Dairies, Inc.
Airgas, Inc.	California Family Health Council
Alcatraz Cruises	Campbell Clinic
Alcon Laboratories, Inc.	CAMRIS International
Alliance Health Networks	Canadian National Railway (CN)
ALL(n)1 Security Services, Inc.	CapitalBank
Alpine Bank & Trust	Capitol Bancorp Limited
Amedica	Cardwell Westinghouse
American Airlines	Castellini Corp.
American Eagle Airlines	Catalyst Professional Services
American Homestar Corporation	CBS Corporation
American Honda Motor Company	CD-Adapco
AMP – American Manufacturing & Packaging	CDW LLC
Anderson Merchandisers, L.P.	Cedar Point Federal Credit Union
Anderson Services	Centura Health
Aon Service Corporation	Cerex Advanced Fabrics, Inc.
API Technical Service	CertainTeed Corporation
ARAMARK	Chelsea State Bank
Arkema, Inc.	Chemtura Corporation
ARUP Laboratories	Chenega Corporation
ASEE – American Society for Engineering	C.H. Fenstermaker & Associates
Atwood Mobile Products LLC	CHG Companies, Inc.
Automation Products Group	Chicago Zoological Society-Brookfield Zoo
AvePoint	Chroma Systems Solutions, Inc.
Avis Budget Car Rental, LLC	Chugach Electric Association
Avnet, Inc.	Churchill Corporate Services, Inc.
Avon Products, Inc.	Cirrus Logic
	Citadel Broadcasting Corporation
B & G Manufacturing Company, Inc.	Citizens Bank
B. Braun Medical Incorporated	Common Ground
Baker Botts, L.L.P.	Community Trust Bank
Bally Technologies, Inc.	CompuTech, Inc.
BankFIRST	Conservation International
Bank of Geneva	Constellium Rolled Products Ravenswood LLC
Battelle Energy Alliance, LLC	Copaco, Incorporated
Bayne Machine Works	Cornerstone Bank
Bechtel Corporation	Correctional Alternatives, Inc.
	Council of Chief State School Officers

Cross Match Technologies
Cruz Construction
CSX Corporation, Inc.
Cubic Transportation Systems, Inc.

D.C. Dyna, Inc. Cavalier Logistics
Daily Express, Inc.
Dairy State Bank
Dawn Food Products
Decision Insight Information Group, Inc.
DEL REY Systems & Technology, Inc.
Demmer Corporation
Dickinson Frozen Foods
Didi Hirsch Mental Health Services
Digirad
Digital Management, Inc.
Distinctive Workforce Solutions
DM Petroleum Operations
Dolce Hotels and Resorts
Doss Aviation
Dougherty Financial Group, LLC
Dovel Technologies
Ducommun Incorporated
Dura Automotive Systems, LLC
Dynetics Technical Services, Inc.

EaglePicher Technologies
East Central Oklahoma Electric Cooperative
East Kentucky Power Cooperative
Edmund Optics
Education Management Corporation
Edupoint
Efacec USA, Inc.
Efacec Power Transformers, Inc.
El Camino Hospital USA
El Paso E&P Company
Electric Power Systems, Inc.
Emptoris, Inc.
Enterprise Engineering, Inc.
Enroute Computer Solutions
Entergy
Enterprise Holdings
Eurotech North America

F. Schumacher & Co.
Family of Park Plaza Healthcare LLC
Farmers Cooperative Co.
FedBid, Inc.
Federal-Mogul Corporation
Felsburg Holt & Ullevig
Fike Corporation
Fincantieri Corporation
First National Bank of Alabama
First National Bank of Kansas
First Savings Bank
Flathead Electric Cooperative
Flatirons Solutions
Florida Institute of Technology

Fox Valley Savings Bank

G & B Specialties, Inc.
Galls
Gardner Denver
Gemini Industries Inc.
Gen-Probe Incorporated
General Dynamics Information Technology
Geneva State Bank
Geocent
GeoEngineers, Inc.
Gerber Scientific, Inc.
Gerdau
Gill Marketing
Globe Manufacturing Company
Goodwill Industries of North Florida, Inc.
Graphic Packaging Corporation
Great-West Life and Annuity Insurance Company
Greater Chicago Food Depository
Groundwater & Environmental Services, Inc.
GSC Enterprises

Hammerman & Gainer, Inc.
Hampton, Lenzini & Renwick
Harbor Enterprises, Inc.
Harry Pepper & Associates, Inc.
Hayes, Inc.
Health Benefit Exchange
Healthy Buildings
Heartland Co-op
Heil Environmental
Helen of Troy
Henkels & McCoy, Inc.
Hill International, Inc.
Hollingsworth Logistics Group
Homer Electric Association, Inc.
HomeStar Bank & Financial Services
Hornblower Cruises & Events
Hospice of the Valley
Houghton Mifflin Harcourt Publishing Co.
Housing Authority of the City of Seattle
HR Consultants
Hunt, Guillot & Associates

Idaho Treatment Group
Impact Northwest
Impact Resources Technologies
INDUS Technology, Inc.
Industrial Distribution Group
Innovative Technologies Corp.
Integral Consulting Services, Inc.
International Finance Bank
Interra Credit Union
Intersil
Invensys Systems, Inc.
Iowa-Nebraska State Bank
ISR Group, Inc.
ISSI – International Software Systems

ITW Evercoat
ITW Global Brands
J. M. Huber Corporation
Jackson & Sons Drilling & Pump Co.
JET Group, Inc.
Jefferson County, TX
JX Enterprises, Inc.

Kadant, Incorporated
Kaiser Aluminum & Chemical Corp.
Kalman Floor Company, Inc.
Kalsec, Inc.
KaMin LLC
Katmai Government Services
KIK International LLC
Kindred Healthcare Operating, Inc.
King's Daughters Medical Center
Kirby Corporation
Kirby Engine Systems
KLEBS
KMG Chemicals

L&T Health and Fitness
Laclede Gas Company
LEAP, LLC
Lewis and Roca, LLP
Lion Copolymer, LLC
Little
Loews Corporation
Los Alamos Technical Associates, Inc.
Loyola University Chicago
LTI DataComm
Ludwig & Bunn PA

M & C Specialties
Magellan Behavioral Health, Inc.
Manufacturing Industrial Group, LLC
Martin Marietta Materials
Mathews Associates, Inc.
Matrix Design Group
McFarling Foods
MeadWestvaco Corporation
Mechdyne Corporate
Mercantile Bancorp, Inc.
Micro-Coax
Micropac Industries
MIG Wire & Tube, LLC
Military & Commercial Fasteners Corp.
MillerCoors Brewing Company
Mitsubishi Nuclear Energy Systems, Inc.
Mocana Corporation
Molson Coors Brewing Company
Monroe Energy
Montana State University
Morton Salt, Inc.
Mountain Commerce Bank
MTV Networks

NAC-Northern Air Cargo
National Safety Council
Neff Rental LLC
Net Access Corporation
Network Global Logistics
New WinCup Holdings, Inc.
NewLink Genetics
Newpark Resources, Inc.
Nicholas & Company
Northern Power Systems
Northrim Bank
Northwestern Bank
NSF International

OATS, Inc.
Occam Solutions
Oculina Bank
Oklahoma Employees Credit Union
Omni American Bank
OpenSky
Owens-Illinois General, Inc.

P³S Corporation
Pamlab, LLC
Payless ShoeSource Worldwide, Inc.
PECO Manufacturing
Penn State Milton S. Hershey Medical Center
Peoples Bank
Pep Boys
Permatex
PharMerica
Philadelphia Gear
Philadelphia Mixing Solutions, Ltd.
Piedmont Federal Savings Bank
PIKA International, Inc.
Pioneer Hi-Bred International, Inc.
PLANMECA USA
PMR Group
PND Engineers, Inc.
PointBank
Poudre Valley Health System
Pragmatics
Premier Healthcare Exchange
Principal Financial Group
Providence
P.W. Grosser Consulting

QinetiQ North America
QinetiQ-Westar Aerospace & Defense Group, Inc.

RadiantBlue Technologies
Randstad
Redileon Partners, Inc.
Regal-Beloit Corporation
RenewData
Republic Services
Reynolds, Smith & Hills, Inc.
Rincon Research Corporation

River City Bank
 River City Security Services, Inc.
 RockTenn
 Rosetta

 SAFC Biosciences
 SAGE Electrochromics, Inc.
 Saint-Gobain
 Salient Federal Solutions
 San Antonio Water System
 Sandridge Energy
 Savantage Solutions
 Schaedler Yesco Distribution, Inc.
 Schenker, Inc.
 Schneider Electric-Square D Company
 Schreiber Foods
 Schuff International, Inc.
 Schuylkill Health
 Scientific Technologies Inc.
 Seattle Bank
 Serta International
 SES Americom, Inc.
 SES World Skies U.S. Government Solutions
 Sherman & Howard
 Shoreside Petroleum, Inc.
 Sigma-Aldrich Corporation
 Silverback7
 Simmons Company
 SirsiDynix Corporation
 SiteWise Corporation
 Sky Research, Inc.
 Smead Manufacturing Company
 Smith Micro Software, Inc.
 Smithfield Packing Company, Inc.
 Snyder's of Hanover
 Snyder & Associates, Inc.
 Social Solutions, Inc.
 SolstenXP
 Sonian, Inc.
 South Plains Financial, Inc.
 Staffmark
 Stamford Hospital and Affiliates
 Standard Car Truck Company
 Stanley Black & Decker, Inc.
 Stanley Security Solutions – Best Access Systems
 Statue Cruises, LLC
 Stinger Ghaffarian Technologies (SGT, Inc)
 Suddath Companies
 Suddenlink Communications
 Sumco LLC
 Superior Energy Services, Inc.
 Supreme Corporation
 SYNERGY Seven, Inc.
 SynergyHealth St. Joseph's Hospital
 Systems Research & Applications Corp.

 Tanager, Inc.
 Tangible

TechnoServe
 Tekgard, Inc.
 Telkonet
 Texas Dow Employees Credit Union
 The First National Bank
 The GWU Medical Faculty Associates
 The Harbor Group, Inc.
 The Hispanic Assoc. of Colleges & Universities
 The News Group
 The Regents of the University of California
 The Salvation Army
 The Tatitlek Corporation
 The Training Associates
 The United States Olympic Committee
 The Vaccine & Gene Therapy Institute of Florida
 THI-Terrahealth, Inc.
 Thomas & Betts Corporation
 Tim Hortons Restaurants
 TIMCO Aviation Services, Inc.
 TPC Group
 Tradebe Environmental Services
 Trailer Bridge, Inc.
 Triumph Actuation Systems
 Triumph Aerostructures
 Triumph Fabrications
 Triumph Gear Systems-PC
 Triumph Structures – East Texas
 Triumph Structures – Long Island, LLC
 Trust Atlantic Bank
 TurboCombustor Technology, Inc.
 Tyler Technologies

 U of I Employees Credit Union
 Ukpeagvik Inupiat Corporation
 Union Bank & Trust Company
 United Airlines
 United Bancshares, Inc.
 United States Senate Federal Credit Union
 University of Colorado Hospital
 University of Florida Proton Therapy Institute
 Urban Concrete Contractors
 US Airways, Inc.
 US Cellular
 US Tower Services, Inc.
 Utz Quality Foods, Inc.

 ValleyCrest Companies
 Vector Resources
 Veris Consulting, Inc.
 Vertex, Inc.
 Viacom
 Village of Palatine
 Visionary Integration Professionals
 VOLANT Associates, LLC
 Vykin Corporation

 Wacker Chemical Corporation
 Wallace Roberts & Todd, LLC

Walton Signage
Warren Equipment Company
Weir Floway Pumps
WellPoint, Inc.
West Corporation
West Monroe Partners, LLC
West Suburban Bank
Westar Energy, Inc.
Western Distributing Company
Wilson 5 Service Company, Inc.
Wolverine World Wide, Inc.
World Kitchen, LLC
WorldPay
Worldwide Technology
Wynns ITW

YKK Corporation of America

Zayo Group
Zeon Chemicals L.P.
Zones, Inc.