

Affirmative Action Plan

Fiscal Year 2015



Missouri State Highway Patrol

July 1, 2015 - June 30, 2016

A handwritten signature in black ink that reads "Bret Johnson". The signature is written in a cursive style and is positioned above a horizontal line.

Colonel J. Bret Johnson

A handwritten signature in black ink that reads "Roger D. Whittler". The signature is written in a cursive style and is positioned above a horizontal line.

Captain Roger D. Whittler

Table of Contents

Title Page
Preface
Introduction
Responsibility for Implementation
Comparison of Incumbency vs Estimated Availability
Placement Goals
Identification of Problem Areas by Organizational Unit and Job Group
Development and Implementation of Action Oriented Programs
Internal Audit and Reporting System
Conclusion

Preface

The Missouri State Highway Patrol is fully committed to the concept and practice of equal opportunity and affirmative action in all aspects of employment. In the preparation of this affirmative action plan (AAP), the Patrol has used the terminology used in E.O. 11246 and its implementing regulations as a guide. Therefore, the use of such terms as "underutilization," "deficiency," "concentration," "affected class," "goal," "problem area," etc. should not be construed as an admission by the Missouri State Highway Patrol, in whole or in part, that any problem area exists or that either minorities or women have been or are presently being underutilized, concentrated, or discriminated against in any way by the Missouri State Highway Patrol in violation of federal, state, or local fair employment practice laws. Furthermore, nothing contained in this AAP or its supporting data should be construed as an admission by the Missouri State Highway Patrol, in whole or in part, that it has contravened such federal, state, or local employment practice laws.

In developing and implementing this AAP, the Missouri State Highway Patrol has been guided by its established policy of providing equal employment opportunity. Any placement goals that the Missouri State Highway Patrol has established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The use of placement goals in this AAP is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the Missouri State Highway Patrol are made based on job-related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608).

Introduction

The Missouri State Highway Patrol is a state law enforcement agency created in 1931 with a main purpose to reduce the number of injuries and deaths that occur due to traffic crashes and to protect and serve the citizens of Missouri. Ever committed to affirmative action, the Missouri State Highway Patrol Affirmative Action Plan (AAP) covers employees reporting to and/or working in the Missouri State Highway Patrol. This AAP covers 2384 employees including 131 (5.49%) minorities and 686 (28.78%) women. It is expected that these employees will help us to reach mutual goals of efficiency, resulting in personal growth in law enforcement and public safety. As described in detail in the plan that follows, the management of the Missouri State Highway Patrol has a continuing commitment to the practice and implemented action of this AAP.

Responsibility for Implementation

41 C.F.R. 60-2.17

Colonel J. Bret Johnson has overall responsibility for implementation of the Equal Employment Opportunity Policy and this AAP. The Missouri State Highway Patrol has assigned primary management responsibility and accountability for ensuring full compliance with the plan to Captain Roger D. Whittler, the Affirmative Action Officer. Captain Whittler has the authority, resources, support of, and access to top commanders necessary to ensure the effective implementation of the AAP. Colonel J. Bret Johnson actively supports the program and provides assistance whenever it is needed, making commanders and supervisors aware of the program and requesting their cooperation and assistance.

The duties of the Affirmative Action Officer include:

Developing policy statements, AAP methods, and internal and external communication techniques. Affirmative action policies and procedures will continue to be developed to ensure an efficient yet positive interaction between the Affirmative Action Officer and the commanders charged with employment responsibility.

Assisting in the identification of problem areas and developing strategies to eliminate any problems identified.

Assisting line commanders and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and EEO policies and procedures.

Designing, implementing, monitoring, and reporting methods that will:

Measure the effectiveness of the Missouri State Highway Patrol's equal employment and AAP.

Indicate any need for remedial action.

Determine the degree to which the Missouri State Highway Patrol's placement goals and objectives are being attained.

Provide commanders with a working understanding of the Missouri State Highway Patrol's AAP placement goals and objectives.

Meet with commanders, supervisors, and employees to assure that the Patrol's EEO policies are being followed.

Ensure that supervisors understand that their work performance is being evaluated in part on the basis of their demonstrated commitment to equal employment opportunity, and that it is their responsibility to prevent all types of unlawful workplace harassment.

Serve as a liaison between the Missouri State Highway Patrol and enforcement agencies.

Serve as a liaison between the Missouri State Highway Patrol and appropriate minority and women's organizations and community action groups concerned with employment opportunities of minorities and women.

Make contact with predominately female and minority high schools, colleges, and technical schools in the area as needed.

Keep commanders informed of developments in the equal employment opportunity and affirmative action area.

Ensure EEO posters are properly displayed.

Ensure all employees are afforded the opportunity and are encouraged to participate in all sponsored educational, training, recreation, and social activities.

Commanders and supervisors will assist the Affirmative Action Officer in the identification of any problem areas and help to eliminate any barriers to equal employment opportunity.

Commanders and supervisors, whenever possible, become involved in local minority organizations, women's organizations, community action groups, and community service programs.

Commanders and supervisors will work with the Affirmative Action Officer to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action placement goals and objectives. Results from these reviews are communicated through appropriate meetings.

Commanders and supervisors will review the qualifications of employees to ensure that minorities and women are given full opportunity for transfers and promotions.

Commanders and supervisors will provide career counseling for employees as needed.

Commanders and supervisors will adhere to the Missouri State Highway Patrol's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported, and adhered to by the employees they supervise.

Commanders and supervisors will take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the Missouri State Highway Patrol's affirmative action efforts.

Comparison of Incumbency vs Estimated Availability

41 C.F.R. 60-2.15

The Missouri State Highway Patrol has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the Missouri State Highway Patrol conducted a statistical test to determine whether the difference was greater than could reasonably be expected. Where the job group was of a sufficient size to analyze using the two standard deviation test, they applied that methodology. Where the use of the two standard deviation test was not appropriate, they used the exact binomial methodology. The comparison of availability with actual representation follows:

State of Missouri

June 30, 2015 Annual Affirmative Action Plan

DPS - Highway Patrol

Incumbency vs. Estimated Availability

A		OFFICIALS AND ADMINISTRATORS									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
122	Employment %	7.38	9.02	1.64	3.28	0.82	1.64	0.00	0.00	92.62	90.98
	Availability %	6.26	8.59	1.09	2.36	0.90	1.53	0.02	0.36	93.74	91.41
	Statistical Value					0.094		0.156	0.664	0.509	0.168
B		PROFESSIONALS									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
251	Employment %	3.98	56.97	0.40	3.19	0.40	0.00	0.00	0.00	96.02	43.03
	Availability %	18.92	45.83	8.62	6.50	2.48	0.51	0.01	0.79	81.22	54.31
	Statistical Value	6.042		4.641	2.129	2.121	1.134	0.158	1.414		3.588
C		TECHNICIANS									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
650	Employment %	6.31	52.92	0.31	4.92	0.77	0.31	0.00	0.00	93.69	47.08
	Availability %	13.66	51.16	1.79	8.70	1.89	0.17	0.14	0.98	86.34	48.85
	Statistical Value	5.458		2.850	3.417	2.098		0.955	2.536		0.904
D		PROTECTIVE SERVICE WORKERS									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1156	Employment %	5.71	5.10	0.35	2.60	1.56	1.21	0.00	0.00	94.29	94.90
	Availability %	10.07	12.82	0.19	6.50	1.50	0.08	0.00	1.78	89.93	87.18
	Statistical Value	4.927	7.847		5.385					4.577	
F		OFFICE AND CLERICAL									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
126	Employment %	3.17	92.86	0.00	2.38	0.79	0.00	0.00	0.00	96.83	7.14
	Availability %	11.38	90.84	0.67	7.45	1.22	0.43	0.31	1.29	88.62	9.16
	Statistical Value	2.900		0.922	2.167	0.436	0.738	0.626	1.283		0.785
G		SKILLED CRAFT WORKERS									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
30	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
	Availability %	10.85	1.95	0.94	5.16	3.07	0.30	0.26	1.12	89.15	98.05
	Statistical Value	1.911	0.772	0.534	1.278	0.975	0.300	0.280	0.583		
H		SERVICE MAINTENANCE									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
49	Employment %	2.04	24.49	0.00	2.04	0.00	0.00	0.00	0.00	97.96	75.51
	Availability %	24.93	14.76	0.81	10.99	11.37	0.24	0.01	1.51	75.07	85.24
	Statistical Value	3.704		0.633	2.003	2.507	0.343	0.070	0.867		1.920

Total Employment: 2384

E - Eighty Percent Rule

A placement goal is set when employment is less than 80% of availability.

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Placement Goals

41 C.F.R. 60-2.16

As required by applicable regulations, the Missouri State Highway Patrol has established placement goals where the actual representation of women or minorities in a job group are less than would be reasonably expected based on calculated availability.

In establishing placement goals, we applied the following principles:

When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the Patrol established a percentage annual placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.

Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.

In all employment decisions, the Missouri State Highway Patrol makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status on the basis of that individual's race, color, religion, sex, age, disability, veteran status, or national origin.

Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.

Placement goals are not used to supersede merit selection principles, nor do these placement goals require the Missouri State Highway Patrol to hire a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.

The placement goals established in this AAP may reflect the Missouri State Highway Patrol's publicly announced permissible preference for American Indians living on or near an Indian reservation.

As is described in more detail in the Action-Oriented Program section of this AAP, where a placement goal is set, the Missouri State Highway Patrol will develop action-oriented steps to increase the recruitment and training of minorities or women, or both.

State of Missouri

June 30, 2015 Annual Affirmative Action Plan

DPS - Highway Patrol

Placement Goals

Job Group & Name	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
A - OFFICIALS AND ADMINISTRATORS							0.02	0.36		
B - PROFESSIONALS	18.92		8.62	6.50	2.48	0.51	0.01	0.79		54.31
C - TECHNICIANS	13.66		1.79	8.70	1.89		0.14	0.98		
D - PROTECTIVE SERVICE WORKERS	10.07	12.82		6.50				1.78		
F - OFFICE AND CLERICAL	11.38		0.67	7.45	1.22	0.43	0.31	1.29		9.16
G - SKILLED CRAFT WORKERS	10.85	1.95	0.94	5.16	3.07	0.30	0.26	1.12		
H - SERVICE MAINTENANCE	24.93		0.81	10.99	11.37	0.24	0.01	1.51		

Identification of Problem Areas by Organizational Unit and Job Group

41 C.F.R. 60-2.17(b)

We have conducted in-depth analyses of our total employment process, including the workforce by organizational section and job group, personnel activity, compensation, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

An analysis of each of these processes follows:

Composition of the Workforce by Organizational Section

Of the 102 sections in this AAP, 37 or 36.27% include minorities, and 82 or 80.39% include females. Our analysis by organizational section reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational section. This analysis suggests that there is no policy or practice excluding minorities or women from any divisions, nor is there any racial or sexual discrimination in the selection process.

Composition of the Workforce by Job Group

Pursuant to the Office of Federal Contract Compliance Programs' (OFCCP) regulations, we have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

Our analysis indicates that, for minorities, incumbency is less than availability by a statistically significant amount in job groups B, C, D, F, and H.

Our analysis indicates that, for women, incumbency is less than availability by a statistically significant amount in job group D.

The Missouri State Highway Patrol has established affirmative action placement goals and programs to address underutilization and will continue to make a good faith effort to reach the placement goals established and implement action-oriented programs, which are detailed elsewhere in this AAP.

Analysis of Progress Toward Prior Year Goals

In establishing placement goals, the following principles apply:

When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the Missouri State Highway Patrol has established an annual percentage placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.

Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.

In all employment decisions, the Missouri State Highway Patrol makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status on the basis of that individual's race, color, religion, sex, age, disability, veteran status, or national origin.

Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.

Placement goals are not used to supersede merit selection principles, nor do these placement goals require the Missouri State Highway Patrol to hire a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.

The Missouri State Highway Patrol adheres to all technical phases of compliance within this AAP.

The Missouri State Highway Patrol fully complies with all the technical phases of its affirmative action obligations.

Equal Employment Opportunity posters are prominently displayed in each location.

The Missouri State Highway Patrol notifies all contractors and subcontractors via purchase orders and subcontracts that they may be subject to federal affirmative action obligations.

The Missouri State Highway Patrol requires that all of their qualified contractors and subcontractors develop and maintain a written AAP.

The Missouri State Highway Patrol's employment application has a statement concerning Equal Employment Opportunity.

All recruitment agencies and area schools and colleges will continue to be notified of the Missouri State Highway Patrol's commitment to the goals of affirmative action.

All recruitment advertising includes the solicitation "An Equal Opportunity Employer" or its abbreviation.

All other required affirmative action notices and policy statements are posted on bulletin boards and are updated annually.

All personnel and employment records made or kept by the Missouri State Highway Patrol are retained for the required period as mandated by OFCCP regulations.

The Missouri State Highway Patrol files annual EEO-1, VETS-100, and VETS-100A reports with the appropriate agencies.

The Missouri State Highway Patrol has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

Job descriptions have been reviewed and revised to ensure that duties are accurately described, that the experience and education requirements are strictly job-related, and that all incumbents meet minimum job requirements. Job titles have and will continue to be written without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

Application forms have been reviewed to ensure that all requested information is job-related, and that the forms comply with all applicable laws. In addition, all forms state that the Missouri State Highway Patrol is an Equal Opportunity/Affirmative Action Employer.

A Patrol employee who is briefed in the law with regard to Equal Employment Opportunity/Affirmative Action conducts interviews.

Tests have been reviewed and are administered and conducted in a non-discriminatory manner.

All employees are encouraged to refer qualified applicants to the Missouri State Highway Patrol for employment. In addition, the Missouri State Highway Patrol has formal recruitment procedures to apprise minority and women's groups, educational institutions, and other referral sources of openings.

Placing an applicant in a specific job in a department is the responsibility of management. Hiring decisions are based on the applicant's knowledge, skills, abilities, and any other job-related criteria.

A review of promotion data indicates that these practices represent an area of substantial employment opportunity for minority and female employees. Promotion practices are not problem areas for minorities and women in any job group. Our analysis reveals that neither minorities nor women are being treated disparately in promotions because:

The Missouri State Highway Patrol provides every reasonable opportunity for employees to advance. In this regard, training and other developmental opportunities are offered.

Employees are encouraged to contact their supervisor and/or the Human Resources Division, at any time, should they desire information relative to another position within the Patrol.

Management-initiated promotions are based on performance and other job-related criteria without discrimination on account of race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

Most promotional opportunities are posted, providing all interested employees with an opportunity to apply and call their special skills to the attention of their supervisor.

Our program of career development enables all employees to designate career paths and positions for which they wish to be considered.

As part of its affirmative action obligations, the Missouri State Highway Patrol has conducted a compensation analysis to determine whether there are pay disparities on the basis of gender, race, or ethnicity. According to our analysis, we have not identified any significant problem areas. If the Patrol discovers significant salary differences between men and women or non-minorities and minorities, it will determine whether they are the result of legitimate, nondiscriminatory factors such as tenure, time in job, time in grade, performance, education, previous experience, etc. Where appropriate, the Patrol will take all reasonable and immediate steps to make any necessary adjustments.

The Missouri State Highway Patrol has evaluated its termination practices to determine whether there are disparities on the basis of gender, race, or ethnicity. When terminations or reductions in force are necessary, the Patrol makes its decisions without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

Development and Implementation of Action Oriented Programs

41 C.F.R. 60-2.17

The Missouri State Highway Patrol has developed and executed action-oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

The Missouri State Highway Patrol has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format, they are and will continue to be consistent for the same position from one organizational unit to another.

Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Qualification specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of race, color, religion, sex, age, disability, veteran status, national origin, or other characteristic protected by law.

Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.

The Missouri State Highway Patrol has carefully evaluated the total selection process and found it to be free from discrimination.

We have instructed all supervisory personnel to ensure elimination of discrimination in all personnel actions in which they are involved.

The tests administered by the Missouri State Highway Patrol are job-related and given to all applicants for applicable positions.

Application forms do not contain questions with potential discriminatory effects.

The Missouri State Highway Patrol does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.

The Missouri State Highway Patrol has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following:

Minority and women, as well as non-minority and male, employees are actively encouraged to refer applicants to our organization.

The Missouri State Highway Patrol relies on the State Department of Employment, as well as job fairs and recruiting programs sponsored by local community colleges and other community organizations to assist in recruiting qualified applicants.

The Missouri State Highway Patrol provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, rules, ways to alleviate any problems that might arise, and any other issues related to affirmative action compliance.

Local organizations will continue to be contacted for referrals of potential minority and female employees.

The Missouri State Highway Patrol utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.

Furthermore, we plan to take the following additional steps to ensure adequate representation of all minorities and women:

Where placement goals exist as defined by the OFCCP, we will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fairs and career day activities, and we will consider relevant work experience programs.

During the period from July 1, 2014, to June 30, 2015, special recruitment activities were conducted at the following schools and universities:

University of Missouri

University of Missouri - Kansas City

University of Missouri - St. Louis

Harris Stowe State College

Lincoln University

Missouri Southern State University

Southeast Missouri State University

Northwestern Missouri State University

Central Missouri State University

Central Methodist University

Hannibal-LaGrange State College

Three Rivers Community College

St. Charles Community College

Kansas City Metropolitan College

St. Louis Community College

University of Arkansas - Pine Bluff

Kansas State University

Southern Illinois University

University of Oklahoma

We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from July 1, 2015, to June 30, 2016, targeted recruitment activities will be conducted at the following sources:

Kansas City, St. Louis, and Southeast Missouri.

The Missouri State Highway Patrol has implemented the following programs and procedures to ensure that minority and female employees are given equal opportunities for promotion:

On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher-level jobs.

The Missouri State Highway Patrol utilizes a formal performance evaluation program for all employees. In addition, management and supervisors are trained on the basic methodology of performance evaluation.

Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.

Seniority practices are not a problem since the Missouri State Highway Patrol has no formal seniority system. Promotions are based on merit selection principles.

We will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.

Special internal training programs are provided as necessary to ensure the achievement of our placement goals. Programs are offered to eligible employees without regard to race, gender, or protected status.

Internal Audit and Reporting System

41 C.F.R. 60-2.17

The Missouri State Highway Patrol has developed and implemented an auditing system that periodically measures the effectiveness of its total AAP. The Missouri State Highway Patrol views the activities that are listed below as critical to the success of the AAP.

The Affirmative Action Officer will continue to monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to ensure that the Patrol's non-discriminatory policy is carried out. Procedures are reviewed and revised as problems are identified.

Commanders are and will continue to be informed of any problems that arise in their respective areas so that immediate and appropriate steps can be taken to resolve any issues.

The Missouri State Highway Patrol recognizes its responsibility to affirmative action and is committed to fulfilling this responsibility by complying with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, commanders will be kept abreast of developments in the affirmative action area. The primary vehicle for communication with commanders will be periodic affirmative action briefings.

The Affirmative Action Officer will generate internal reports on a regular basis to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained.

The Missouri State Highway Patrol will review report results as to the degree to which their affirmative action goals and compliance are being attained and will design and implement corrective actions, including adjustments in programs, as needed.

Progress on the Missouri State Highway Patrol's AAP will be discussed at supervisors meetings, and relevant information will be communicated to employees during regular meetings as appropriate.

The Affirmative Action Officer will periodically report to Colonel J. Bret Johnson of the Missouri State Highway Patrol and other appropriate commanders on the effectiveness of the program and will submit recommendations for improvement.

Conclusion

The Missouri State Highway Patrol Affirmative Action Plan shows a continued commitment to equal employment opportunity and affirmative action, and the Missouri State Highway Patrol has strong plans to ensure both agency and employee success.

Through its Affirmative Action Officer, Captain Roger D. Whittler, the Missouri State Highway Patrol will continue to communicate its policies, both within the agency and to the community in which we work. Colonel J. Bret Johnson affords the Affirmative Action Officer full authority to take action to implement this plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of Missouri State Highway Patrol's most recent Plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by component to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed six areas in which the difference between incumbencies versus estimated availability was statistically significant showing that for the overwhelming majority of the workforce employment levels of women and minorities are representative of our recruiting population. Nonetheless, the Missouri State Highway Patrol expects to continue its successful outreach efforts and to ensure that all applicants and employees are treated fairly based on job-related criteria and without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

The Missouri State Highway Patrol is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action-oriented plans and programs for recruiting, communication, and reporting to ensure that our compliance with affirmative action continues in good stead.

Finally, it should be noted that the Patrol's thorough analysis of its workforce reveals the Missouri State Highway Patrol is in full compliance with sex discrimination guidelines and that there is no evidence of discrimination in any form against female employees. As outlined in this AAP, the Missouri State Highway Patrol is ready and willing to make affirmative action both a commitment and a continued reality.